WARFIGHTER PLANNING COURSE

For your convenience, transcripts of the narration for each lesson are accessible through the links below.

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Warfighter Planning Course

Introduction

Course Introduction

 "Normandy…Inchon…DESERT STORM.

Each of these operations succeeded because planners worked out the details of deploying and employing massive amounts of people and equipment to accomplish military objectives. Because war will happen, we plan. But plans don't just happen.

Plans are the product of dedicated warfighters--like you--with highly specialized skills and a language of their own. Each participant, from the President to the planner of the lowest rank, has an important role to play in the planning process. This course will help you better understand: planners and their organizations; the systems and processes they use to do their job; the joint forces and commanders who carry out the plans; and the forces and capabilities our military provides to accomplish those plans. Hopefully, you'll gain a proper perspective of your role in protecting our nation's interests and maintaining our national security. Welcome to the Warfighter Planning Course."

<u>**Warfighter Planning Course**</u>

National Security Strategy

Introduction

"You are warfighters, and war is your business. War is of vital importance to the nation. Its conduct certainly cannot be left to chance. But Clausewitz's seminal study, *On War*, concedes that war is but an expression of state policy. If we focus only on war, we risk missing the larger picture.

This lesson will help you see the "big picture" by looking at the driving force behind planning— our National Security Strategy. Hopefully, by better understanding the context of war, you'll be better warfighters."

Lesson Objective

"The objective of this lesson is for you to comprehend how the instruments of national power, our national security strategy and objectives, and our national military strategy relate to planning. At the end of the lesson, you will be able to describe how the instruments of national power are used to achieve national objectives and support our national security strategy. You will also be able to describe how our national security strategy relates to our national military strategy, and you will be able to explain the relationship between the national military strategy and the Air Force vision."

Overview

"The lesson discusses the three levels of war and the role of war in achieving national objectives. The lesson continues with a definition of the instruments of national power and discusses how they are used to achieve national goals. Next, the lesson presents the strategy hierarchy as it exists from the national to the service level and the documents that support each of these levels."

Role of War

"For centuries, armed men meeting on a field of battle have resolved conflicts through war. But, why is war important, and what should you as a planner know about it?

In his book, *On War*, Carl von Clausewitz describes war as a means of reaching political objectives. The means can never be considered in isolation from their purpose. This thinking is reflected in current military doctrine. Indeed, victory in war is not measured in terms of battles won or lost but by whether or not political objectives are achieved."

Levels of War

"War from the perspective of the national leadership can look a lot different than the view shared by those engaged on the field of battle. These differing perspectives are often stratified in a construct called the three levels of war. War at the strategic level involves the setting of national level goals and the strategies

to achieve them. It is by far the most important level for wars are generally won or lost at this level. War at the operational level involves planning for and executing the employment of forces to achieve the strategic objectives. This course focuses on planning at the operational level of war.

The tactical level of war focuses on individual battles and engagements and usually has the least impact on the outcome of war. If you should ever doubt this, you need only recall the US experience in Vietnam to realize the truth."

Instruments of National Power

"It is the responsibility of a nation's leadership to influence world events in the best interests of its people. In order to achieve national objectives, leaders need power. A nation's ability to achieve its objectives is a product of its instruments of power. Military power is but one of four basic powers leaders can employ to achieve national objectives. There are also political, economic, and informational instruments of power.

Let's take a closer look at each instrument of national power."

Instruments of National Power-Military

"The military instrument of power is based on many factors, some of which are the size and character of a country's armed forces, its readiness and sustainment capability, its ability to project power around the globe, and the will of the leadership and citizens to use that power.

The U.S. military is a large, technologically-advanced force but, more importantly, it has the training necessary to do its job and the resources to sustain it over the course of its operations. Other countries may have advanced weaponry but without the proper training and sustainment capability, they can't keep the tanks rolling and the planes flying.

Power projection and mobility are probably our biggest strengths, as demonstrated in the Gulf War. Half a million U.S. troops and their equipment were transported half way around the world in a matter of months.

Under democratic forms of government, public opinion is an important factor in how, where, why, and when military power is used. Initially, public opinion supported humanitarian relief operations in Somalia; however, when people watched the bodies of American soldiers being dragged through the streets on TV, our troops were quickly pulled out."

Instruments of National Power-Political

 "Political power concerns the use of diplomatic means to fulfill objectives. This instrument of power is derived from factors, such as the type and stability of government, soundness of foreign policy, participation in the political process, and international commitments and alliances. The U.S. wields an enormous amount of political power in the world. Why? Our government is based on a

stable democratic process. As a democracy, our leaders speak for the majority of the voting public. Also, the U.S. has the support of powerful allies abroad.

On the other hand, Italy has seated on average, one new government per year since nineteen forty-five. As a result, it doesn't wield as much political power as you would expect from a nation of its size, population, and economy."

Instruments of National Power-Economic

"Sometimes a nation can use its wealth to influence other countries. Economic power is derived from a country's population, natural resources, industrial capacity, financial stability, and trade policies. The U.S. has the largest and most powerful economy in the world. Our economy is marked by steady growth, low unemployment and inflation, and rapid advances in technology. But, even a small country like Kuwait can wield a lot of economic power, based on a single natural resource."

Instruments of National Power- Informational

"Informational power refers to a country's ability to control and influence world opinion through informational channels, such as the media or cultural events and exchanges. Power is also found in the production of information products, like long-range weather forecasts, crop predictions, and military intelligence.

The ability to collect, deny, and disseminate information has become increasingly important to military success and national security. The U.S. intelligence community gathers information about current situations around the world and

potential adversaries and provides it to our nation's decision makers. The U.S. maintains informational power by protecting its information and information systems from attack. When necessary, the U.S. has the ability to disseminate truthful information to its population or foreign populations to counter hostile propaganda."

Instruments of National Power- Interdependence

"It is important to remember that the four instruments of national power do not exist in isolation. The use of any one instrument is affected by the use of the others, and the strength of each is, in part, determined by the strength of the other three. For example, if a nation's economy falters it may not be able to sustain its military might. Its lack of military strength might then undermine its political power when dealing with aggressive neighbors. On the other hand, if a nation possessed great political power, through its foreign policy, it might more easily broker trade agreements with other nations, bolstering its economy and increasing its military budget."

Strategy Hierarchy

"Given that war is but a means of achieving national objectives, it's important for you to realize that the nation has developed a hierarchy of strategies to achieve national goals. At the highest level is national security strategy. It's the art and science of developing and using the nation's instruments of power, during peace and war, to achieve national objectives.

Developed from the national security strategy, the national military strategy focuses on how the military instrument of power will be used to support the national security strategy. Strategy at this level involves coordinating the development, deployment, and employment of military forces to achieve national security objectives. Finally, each of the services develops a vision and operational concept to support the national military strategy. At each level of the hierarchy, strategy exists in a documented form."

National Security Strategy

Our nation's national security strategy is contained in a document currently titled, *The National Security Strategy of the United States of America.* The President, through the National Security Council, prepares this document. Its purpose is to define a strategy for maintaining the security of our country and our way of life. To meet that end, it centers on the core national security objectives of preserving: peaceful relations with other states; political and economic freedom; and respect for human dignity.

To accomplish the first objective, we must strengthen alliances to defeat global terrorism and work to prevent attacks against the U.S. and its allies. We must strive to prevent conflicts from erupting into war and prevent our enemies from threatening us and our friends with weapons of mass destruction. Finally, our national security institutions must evolve to meet the needs of a new century.

To preserve political and economic freedom, we must create economic growth in our own country and use economic engagement with other countries to generate higher productivity and sustained economic growth. We must build the infrastructure of democracy by rewarding governments that reduce corruption, respect human rights, embrace rules of law, invest in health care and education, follow responsible economic policies, and enable entrepreneurship. Also, we must build coalitions with other states able and willing to promote a balance of power that favors freedom.

To preserve respect for human dignity, the United States must defend liberty and justice because these principles are right and true for all people everywhere.

To read more about our current national security strategy, click on the link.

National Military Strategy

"Developed from national security strategy and objectives, the national military strategy reflects and supports the policies and visions of America's leaders. Developed by the Joint Chiefs of Staff and signed by their Chairman, the current version of National Military Strategy is entitled *Shape, Respond, Prepare Now: A Military Strategy for a New Era.* It outlines the direction of the Armed Forces over the next three to five years. The primary objectives of national military strategy are to Promote Peace and Stability and to Defeat Adversaries if necessary. The strategy for achieving those objectives is to shape the international environment,

respond to crises across the spectrum of conflict and to prepare now for an uncertain future."

Vision Statements

"Each service has its own roadmap as to how it will support and embody the directions contained in higher level strategic documents. These are called the Service vision statements. A vision statement explains, in broad terms, the capabilities a service provides to the nation and the concepts for using those capabilities to support the national military strategy. The Chairman of the Joint Chiefs of Staff also publishes a vision statement, currently Joint Vision 2020. It looks beyond current strategy and presents a vision of the military out to twenty years in the future. The service vision statements often address this Joint Vision."

Summary

"This lesson provided you with a foundation on which to understand the overall planning process. You saw war was but one way to achieve national objectives. The military is one of four instruments of national power with which our leaders pursue national objectives. You learned that these objectives are outlined in our National Security Strategy. The national military strategy outlines how the military instrument of power will be used to support the national security strategy. Each service presents a vision of their capabilities and concepts for supporting the national military strategy and the Chairman's vision for the military beyond the current strategy. The goal of this big picture view was to show you, a warfighter,

that the plans you make are part of and must fit together with the overall national

security strategy."

<u>**Warfighter Planning Course**</u>

Organization for National Security

Introduction

This lesson takes a look at the organizations that formulate our national security policy, objectives, and strategies. With strategy ranging from national level political objectives to service specific implementations of military doctrine, there's a huge array of people involved in the process. By understanding the organizations and the formalized systems that regulate their interaction, you'll better understand your role as a planner in supporting national security.

Lesson Objective

The objective of this lesson is for you to comprehend how the organizations for national security formulate strategies and plans for achieving national security objectives.

Upon reaching this objective you'll be able to describe the roles of the President, Secretary of Defense, and the National Security Council in developing national security strategy. You'll be able to describe the roles of the Secretary of Defense, Joint Chiefs of Staff, and the military departments in developing national military strategy. And finally, you'll be able to explain how the military chain of command structure supports national security objectives.

Overview

This lesson begins by presenting an overview of the major organizations

responsible for developing national security strategy. One of those organizations is the Department of Defense. Its structure, especially its chain of command, will get greater scrutiny, later in this lesson.

Organizations

Many people and organizations are involved in developing and implementing national security strategy. Most important among these are the President, the Secretary of Defense, (or SecDef) the National Security Council (or NSC), and the Department of Defense (or DOD). The President and SecDef work with other members of the NSC to formulate the national security strategy. The DOD formulates a national military strategy to support this national security strategy, and ultimately, the plans for executing those strategies. You'll note there is no one between the President-SecDef and the Combatant Commanders. This line represents the operational branch of the chain of command. As you can see from the graphic, the membership of the various organizations overlap, indicating that some key players exercise several roles in the planning process. This section looks at the composition, functions, and responsibilities of these organizations to help you better understand these roles.

Civilian Leadership

The President and the SecDef, or persons acting lawfully in their stead, are the civilian leadership of the nation's military. The President is the Commander-in-Chief and together with the SecDef exercises constitutional authority over US

armed Forces by directing the execution of military actions. In addition, the President has the ultimate responsibility for the planning and execution of national security policy. You should know the President signs the national security strategy. Because national security strategy involves more than just commanding the military, the President and SecDef are also part of a larger body, the NSC.

National Security Council

The statutory members of the NSC are the President, Vice President, Secretary of Defense, and the Secretary of State. The statutory advisors are the Chairman of the Joint Chiefs of Staff (or CJCS) and the Director of Central Intelligence. In addition, the President's National Security Advisor, and others by invitation, attend meetings of the NSC. It's the primary forum for discussions regarding national security issues. Because the military is but one of the instruments of power available to achieve national security objectives, others invited could include people like the Budget Director or the Commerce Secretary. The primary responsibilities of the NSC involve assisting the President in establishing national security objectives and strategies and in advising our civilian leaders on national security issues. While the President signs the national security strategy, other members of the NSC, and their staffs do most of the work in drafting it.

Department of Defense

The military's civilian leaders and the NSC work together in developing the

national security strategy. The DOD is responsible for developing and executing national military strategy. DOD Directive fifty one hundred point one outlines three broad functions of the DOD as presented here.

Department of Defense (continued)

The DOD is a large organization. A top-level wiring diagram is presented here. More information about the office of the SecDef, the DOD Field Activities, or the DOD Defense Agencies can be seen by moving your cursor over their blocks on the diagram.

Chain of Command

It's very important in any organization to have clear lines of authority. DOD Directive fifty one hundred point one specifies that there is a single chain of command with two distinct branches. The first branch, referred to as the operational branch, runs from the President, to the SecDef, to the Commanders of the combatant commands.

Operational orders are relayed through the CJCS. Furthermore, when time permits, all communications from the Combatant Commanders to the civilian leadership pass through the CJCS. Remember, though, the Chairman of the Joint Chiefs of Staff has no command authority, as such.

Parallel to the operational branch is what's called the administrative branch. It

proceeds from the SecDef through the Secretaries of the military departments and then to the Service Chiefs. Authority and control of forces that are not assigned to the combatant commands proceed through the administrative chain of command.

Secretary of Defense

The Secretary of Defense is in the chain of command and is the principal assistant to the President for national security matters. As head of the DOD, the SecDef exercises direction, authority, and control over that vast organization. Due to its size, the direction provided tends to be at the strategic level. The authority and control provided stem from the SecDef's constitutional authority.

Joint Chiefs of Staff

The Joint Chiefs of Staff consists of the Chairman, the Vice-Chairman, and the Chiefs from the four military services. The Chairman is the ranking officer of the armed forces. While the Chairman sets the agenda, and presides over meetings of the Joint Chiefs of Staff, he has no command authority over the joint chiefs or any of the armed forces. However, as the senior member of the uniformed services, the Chairman has a great deal of influence. DOD Directive fifty one hundred point one outlines the responsibilities of the Joint Chiefs of Staff. All of the Chiefs serve as advisors to members of the NSC, but the Chairman is their "principle" military advisor. Here are the Chairman's major responsibilities. One of the key words in this list is strategic. The word implies that the CJCS deals

with national level military strategy and its linkage to national security strategy. Note that one of the primary functions of the CJCS is to direct the preparation of contingency plans.

Joint Staff

Because of the range and scope of responsibilities of the JCS, the joint staff assists the chairman in executing the duties and responsibilities of that office. They also provide unified strategic direction for combatant forces, unified operation of combatant forces, and integration of effort among the armed forces. For more information about a particular joint staff directorate, place your cursor over its block in the wiring diagram.

Military Departments

Within the Department of Defense, there are three military departments; the Army, the Navy, and the Air Force. Civilian secretaries head these departments. The departments field five military services; the Army, Navy, Marine Corps, Coast Guard, and Air Force.

It's important to distinguish between a military department and a military service. Consider the department of the Air Force, it includes the Air Force as a service, but it also includes numerous civilians who are not service members. Service members are appointed, enlisted, or inducted into military service. The military services then, are subsets of the military departments. Think of the services as

the uniformed portion of the departments.

Military Departments (continued)

In general, the military departments support the national security planning process. DOD Directive fifty one hundred point one lists the general and specific functions of the military departments, but they all relate to the primary function of providing forces to support the missions of the combatant commands.

The military departments are support organizations that provide functions like recruiting, training, and supplying. They are not in the operational chain of command. Warfighting is done by the combatant commands, which are discussed next.

Combatant Commands

The combatant commands are the organizations in the DOD, which accomplish the actual military missions. Combatant commands are established by the President through the SecDef, with the advice and assistance of the CJCS. A combatant command can be either a specified or unified command, though the nine currently established are all unified commands.

Summary

This lesson presented an overview of the organizations involved in establishing and implementing national security objectives and strategies. The lesson

described how the structure of the Department of Defense and the military chain of command support the attainment of national objectives. Much of this represents activity that occurs above your pay grade, but it directly affects your duties as a planner. It's important for you to know where your strategic direction comes from because the operational plans you write must ultimately support that national strategy.

Warfighter Planning Course

Organization of Joint Forces

Introduction

"The President and Secretary of Defense exercise authority and control of the armed forces through a single chain of command with two distinct branches. The operational branch runs from the President, through the Secretary of Defense, directly to the commanders of the unified combatant commands – the combatant commanders. The administrative branch runs from the President, through the Secretary of Defense directly to the secretaries of the military departments. In the operational branch, the combatant commanders are the vital link between those who determine national security policy and strategy and the military forces that conduct the operations to achieve national strategic objectives. In the administrative branch the Service commanders are responsible for ensuring that their forces are trained and equipped to carry out the missions directed in the operational branch by the combatant commanders, and their subordinate joint force commanders.

This lesson will help you understand the joint force organization and the authorities and responsibilities of the commanders within the structure."

Lesson Objective

"The objective of this lesson is for you to comprehend the joint force organizational structure and its role in achieving national security objectives.

Upon reaching this objective you will be able to describe the role of Joint forces in achieving national security objectives. You will be able to describe the three types of joint force commands: the unified, subordinate-unified, and joint task force commands and the command relationships and authorities of their commanders. You will be able to explain how the Service component and functional component commands support the combatant commands. And, finally, you will be able to describe the role of multinational organizations in the support of national objectives."

Overview

"This lesson begins by explaining what joint forces are and who designates them. Then we'll take a look at the three types of joint force commands and how they function. We'll look at the role of service components and functional components within joint force commands and finish by looking at how US forces are used in multinational organizations to support national objectives."

Joint Forces

"Joint forces reside in the operational branch of the chain of command, and are designated as either a unified command, subordinate unified command, or joint task force.   The President, through the Secretary of Defense—and with the assistance of the Chairman of the Joint Chiefs of Staff—establishes these Joint force commands to support and protect our nation's interests.

All Joint forces consist of a Joint force commander – or JFC, a joint staff –or J-staff, and are composed of significant forces from two or more military departments.

Joint forces are established on either a geographic or functional basis. For example, looking at the current nine unified commands – something we'll describe later – five are geographically established and four are established functionally. Geographically established Joint force commands have an area of responsibility, or AOR. Functionally established Joint force commands provide functions, such as strategic lift and space-based support, to other – usually geographic -- Joint Force Commanders."

Unified Commands

"At the top of the Joint force organization is the unified command. It is a Joint force command with a broad continuing mission, under a single commander – called the "combatant commander" – and, as a Joint force, is made up of significant elements of two or more Military Departments. The Chairman of the Joint Chiefs of Staff transmits operational orders from the President and SecDef to the unified combatant commanders to perform military missions. These unified combatant commanders then carry out or direct missions in support of our national security, using the organizational structure they command, the forces

provided them from the Services, and the authority granted them by the

President and SecDef."

Command Authority

"With the Joint force commands established, the Military Departments—under

the authority of the SecDef—assign forces to the combatant commanders so

they may carry out their missions. Along with this assignment of forces,

combatant commanders receive command authorities.

The highest of these authorities is COCOM, or Combatant Command Authority.

It provides combatant commanders – that is, those Joint force commanders at

the Unified command level -- full authority to organize and employ assigned

forces as they deem necessary to accomplish their mission. Essentially, COCOM

gives the unified combatant commander the authority to do everything necessary

to accomplish his mission. COCOM is vested only in combatant commanders at

the unified command level and cannot be delegated to subordinate Joint force

commanders.

Though combatant commanders cannot delegate COCOM, they can delegate

operational control, or OPCON, to their subordinate commanders. OPCON is

inherent in COCOM and is the authority to organize and employ commands and

forces, assign tasks, designate objectives, and give the authoritative direction

necessary to accomplish the mission. OPCON does not include authoritative

direction for logistics, administration, discipline, internal organization, or unit training."

Assignment

"COCOM and OPCON also come into play when forces are transferred between combatant commands. As previously stated, forces are assigned to the combatant commanders. Under the direction of the SecDef, forces assigned to one combatant commander may be transferred to another through either *reassignment* or *attachment.* Like assignment, reassignment is a relatively permanent situation, whereby the gaining commander often assumes COCOM over the forces. Combatant commanders don't often give up forces, so it is more likely that forces will be transferred through attachment. Attachment, or "chopping" is a temporary situation, whereby the gaining commander usually has OPCON over the forces, uses them as necessary, and returns them to the owning combatant commander."

Sub-Unified Commands

"As part of the organizational authority granted through COCOM, combatant commanders – that is, unified commanders – may establish subordinate organizations. For example, when authorized by the President or SecDef, through the CJCS, commanders of unified commands may establish subordinate unified commands, also called sub-unified commands. Generally, sub-unified commands focus on specific areas of interest within the larger command. Like

unified commands, sub-unified commands are established as either geographic or functional, have functions and responsibilities similar to those of unified commands, and operate on a continuing basis."

Joint Task Forces

"The third type of joint force is a Joint Task Force, or JTF. It is a joint force command established to accomplish limited objectives, normally of an operational nature. This type of joint force may be established by a unified commander, sub-unified commander, or an existing JTF commander on a geographic or functional basis. Commanders of JTFs are responsible to the JTF-establishing authority and typically exercise OPCON over assigned or attached forces. JTF J-staffs are normally augmented with representatives from the establishing authority. Unlike unified and sub-unified commands, which operate on a continuing basis, JTFs are dissolved when their mission has been completed or they are no longer required."

Service Component Commands

"Transitioning from the operational branch to the administrative branch of the chain of command, we find Service component commands. Service component commands consist of the Service component commander and all of the Service forces that have been assigned to a combatant commander, who may further assign or attach them to sub-unified commands or joint task forces. Examples of service component commands include: USAFE, ACC, PACFLT, and US Air

Forces Korea. Service component commanders have several responsibilities, including: making recommendations to the JFC on the proper employment of the Service component; accomplishing operational missions as assigned; selecting specific units to fulfill a JFCs requirement; conducting training and doctrine education; informing the JFC of logistics concerns that may affect mission success; developing budget requests; and handling internal administration and discipline."

USPACOM Example

"Let's look at the organization of one of the unified commands—U.S. Pacific Command—to help illustrate what we've covered so far.

The Commander of the US Pacific Command is a Joint Force commander, or JFC, and also a combatant commander of a unified command. He has four Service component commands assigned from the three Military Departments, making PACOM a joint force. The PACOM combatant commander has COCOM authority over all of his organization. Shown under PACOM is one of the PACOM's sub-unified commands, U.S. Forces Korea. Assigned to this subordinate command are Service component commands, representing each Service and Military Department. Therefore, US Forces Korea is a Joint force, is commanded by a JFC, and the commander has OPCON over his forces. When the USPACOM combatant commander is directed to perform a specific mission in his AOR, he'll often form a Joint Task Force. The JTF commander will be

provided Service forces, usually referred to with the suffix "FORS," such as AFFOR, NAVFOR, etc. Again, the JTF is a Joint force, commanded by a JFC, who may be delegated OPCON over his or her forces."

Functional Component Commands

"When the scope of operations is large, it may be useful for JFCs to accomplish certain missions along functional lines in addition to, the previously discussed, Service lines. To accomplish these along functional lines, the JFC can establish functional component commands. Functional component commands are established across the range of military operations to perform particular operational missions, such as taking care of the air war, or special operations. They do not constitute a joint force, even when composed of forces from two or more military departments, and the commander of a functional component command will often be dual-hatted as the Service component commander.

The three most common functional component commands are the Joint Force Air Component, the Joint Force Maritime Component, and the Joint Force Land Component. Sometimes a Joint Force Special Operations Component will also be designated. There is no requirement that all, or even any, of the functional components be created by a JFC. For example, during Desert Storm, there was no Joint Force Land Component Commander designated, as Gen Schwartzkopf retained that role unto himself.

The JFC dictates the command relationships between functional component commanders and the authority functional component commanders have over forces assigned or attached to them. Functional component commanders typically exercise OPCON over forces from their own Service component and TACON, or tactical control, over other Service component forces under their control. TACON, therefore, is the command authority limited to the detailed direction and control of movements or maneuvers necessary to accomplish assigned missions or tasks. TACON does not provide organizational authority or authoritative direction for administrative and logistics support; the commander of the parent unit continues to exercise those responsibilities unless otherwise specified in the establishing directive."

Other Authorities

"We've talked about COCOM, OPCON, and TACON as command authorities. These, as you noted, reside in the operational branch of the chain of command. Now let's take a look at the *other authorities*: ADCON, Coordinating Authority, and Direct Liaison Authorized.

As you will recall, Operational Control, or OPCON, does not include authority for logistics, administration, discipline, and training. These responsibilities are covered by Administrative control, or ADCON. ADCON, which resides primarily in the administrative branch of the chain of command, provides the authority necessary for the Military Departments to fulfill their statutory responsibilities for

administration and support. The Secretaries of the Military Departments exercise ADCON through the commanders of the Service component commands assigned to combatant commands. ADCON gives commanders in the administrative branch the authority to recruit, organize, train, equip, supply, assign, and maintain the forces that are assigned to the combatant commander.

Coordinating authority gives a commander, or individual, the authority to coordinate specific functions and activities involving two or more Military Departments. The commander or individual has the authority to require consultation between the agencies involved but does not have the authority to compel agreement.

Direct Liaison Authorized, or DIRLAUTH, is the authority granted by a commander to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Basically, it allows individuals or organizations to cut across organizational lines for the purpose of coordination and planning. DIRLAUTH does not give authority for direct tasking—actual taskings must remain in the chain of command. DIRLAUTH is more applicable to planning than operations and carries with it the requirement to keep the granting commander informed.

Coordinating authority and DIRLAUTH exist in both branches of the chain of command."

Supporting Relationships

"A geographically established unified combatant commander will often be a "supported commander" for both planning and execution. The Chairman of the Joint Chiefs of Staff directs the combatant commander to do planning through the Joint Strategic Capabilities Plan, or JSCP. The JSCP tasks the combatant commander, as the supported commander, to prepare operation plans and lists who the supporting commanders will be. It is then the supporting commander's responsibility to ascertain the needs of the supported commander and take whatever action is necessary to fulfill them. The supporting commanders will provide functional support and/or forces, and will write supporting plans. For execution, a CJCS message will usually define who the supported and supporting commanders will be."

Multinational Organizations

"U.S. military operations are often conducted with the armed forces of other nations in pursuit of common objectives. Multinational operations ensure that the actions of the U.S. are supported by other nations and global organizations. Multinational operations, both combat and non-combat, are conducted within the structure of two types of multinational organizations, alliances and coalitions.

An alliance is the result of formal agreements between two or more nations for broad, long-term objectives. This type of organization usually has one

commander who oversees the entire organization. Examples include the North Atlantic Treaty Organization, or NATO, and the United Nations.

In contrast, a coalition is an ad hoc arrangement between two or more nations that is less formally structured than an alliance. A coalition may or may not be based on any binding formal agreement, such as a treaty. Somewhat like a Joint Task Force, this type of organization, is usually formed for a particular purpose and is dissolved when that purpose is fulfilled. Typically, a coalition is led by multiple commanders, each controlling their nation's forces. A good example is the international coalition that defeated Iraqi aggression against Kuwait in the Gulf War."

Summary

"This lesson presented an overview of the joint force organizational structure. First, you learned about joint forces—what they are and where they come from. You learned the combatant commanders, through COCOM, have authority to organize joint forces to accomplish national security objectives. The lesson covered the organization of joint forces at the unified command, sub-unified command, and joint task force levels and described how service component commands support the Joint Force Commander. JFCs can then designate subordinate functional component commands to manage operations on a functional basis. We looked at the command authorities given to combatant commanders and their subordinate JFCs and discussed how the administrative

chain of command exercises its authority to prepare the forces assigned to the combatant commander. Finally, we looked at the types of multinational organizations US forces might cooperate with in the fulfillment of national objectives."

<u>**Warfighter Planning Course Narration**</u>

US Air Force in National Military Strategy

Introduction

What does the Air Force contribute to the national military strategy? It definitely puts bombs on target… but it also puts beans in bellies, and a whole lot more. The Air Force knows where to put the bombs, and does so precisely. It can get those bombs, or beans, anywhere in the world, rapidly and in decisive quantities. The Air Force controls the skies and the space above them so it can affect everything below them. The Air Force does all of this, and more. The Air Force's basic doctrine tells us that air and space power is about using air and space and information systems together in such a way that their combined contribution to achieving national goals is greater than the sum of their individual contributions. The objective of this lesson is for you to know how Air Force doctrine supports the national military strategy in relation to operational level wartime planning.

Lesson Objective

In support of the lesson objective, you will be able to describe how Air Force Vision 2020 supports the national military strategy in achieving national objectives. You'll be able to explain the Air Force core competencies and the distinctive capabilities that flow from them. You'll be able to explain the principles of war as presented in AFDD-1. You'll be able to discuss the tenets of air and space power and know the air and space power functions. By the end of the

lesson, you will be able to describe the Air Force's perspective on the use of air and space power.

Overview

The lesson begins by looking at the cornerstone of the Air Force's strength as a military service -- its institutional core competencies. Presented in The Secretary's Vector letter dated 14 January 2003, the core competencies make possible six distinctive capabilities. Air Force Vision 2020: Global Vigilance Reach & Power presents those distinctive capabilities as the expertise to be mastered in the accomplishment of the Air Force mission. We'll look at each of them as they are presented in the Air Force's Basic Doctrine Document AFDD-1. We'll see that Air Force doctrine is rooted in the timeless principles of war but because of the unique capabilities of air and space power, these principles require some augmentation as expressed in the Tenets of air and space power. The Air Force's distinctive capabilities are given day-to-day expression by accomplishing the functions of air and space power. The lesson will end by summarizing the airman's perspective on the use of air and space power.

Core Competencies

The history of the Air Force reveals fundamental competencies that are at the core of its ability to develop and deliver air and space power. The core competencies are: Developing Airmen; Technology-to-warfighting; and Integrating Operations. These unique institutional qualities set the Air Force

apart from the other services and every other military force in the world. The air and space core competencies form the foundation upon which the Air Force organizes, trains and equips, and are the cornerstone of its strength as a military service. A synopsis of each core competency can be viewed by placing your cursor over it.

Distinctive Capabilities

The Air Force's distinctive capabilities spring directly from its core competencies and continue to be those vital areas of expertise it brings to any military operation or activity. The core competencies and distinctive capabilities are described in The Secretary's Vector and the Chief's Sight Picture letters published in January 2003. You are warned that some Air Force documents that predate these letters refer to the distinctive capabilities as core competencies. You can expect those documents, including Air Force Vision 2020 and the September 1997 version of AFDD-1, to be updated or superseded with the new terminology. The purpose of the new terminology is <u>to</u> help airmen better understand that the core competencies are the true sources of air and space power and that the distinctive capabilities are operational manifestations that flow from them.

Air Force Vision 2020

Air Force Vision 2020 is the Air Force document that lays out how the Air Force plans to support the national strategy. In support of the national security strategy and the national military strategy that flows from it, the Air Force provides its

vision statement, Air Force Vision 2020, subtitled, Global Vigilance Reach & Power. The Air Force provides global vigilance to anticipate and deter threats, strategic reach to curb crises, and the overwhelming power needed to prevail in conflicts and wars. Air Force Vision 2020 presents the Air Force mission and the distinctive capabilities as the expertise for accomplishing that mission.

Air & Space Superiority

Air and space superiority, is the keystone capability for it is the first requirement of air and space forces. Air and space superiority is that degree of dominance, which permits friendly land, sea, and air forces to operate at a given time and place without prohibitive interference by the opposing force. Since the earliest days, air and space superiority has been the decisive factor in winning virtually every campaign. For example, let's look at Desert Storm.

<PAUSE>

Through a coordinated and integrated air campaign, coalition forces achieved air and space superiority, even though Iraq still possessed much of its Air Force. Air and space superiority allowed coalition forces to operate at will throughout the theater of operations. It was this effect of air and space power that led Iraq to surrender, rather than the total annihilation of the Iraqi air force.

Precision Engagement

Precision engagement provides our nation with the ability to use a precise application of military capability to meet policy objectives. It enables air power to

deliver the desired effect, with minimal risk and minimal collateral damage. In addition to the traditional application of lethal force, precision engagement also includes the use of non-lethal operations. Some examples of non-lethal operations may be: surveillance of peace agreements between belligerents by airborne and space-based assets, employment of Air Force special operations forces in small-scale but precise operations, and rapid airlift response to the source of erupting humanitarian disasters.

Information Superiority

Information superiority is the ability to collect, control, exploit, and defend information while denying an adversary the ability to do the same. Information superiority was the first function performed by air power assets. In the American Civil War and World War One, balloons were used as spotters for army commanders who wanted information about an adversary. Information superiority likewise contributed significantly to convincing belligerents in Bosnia to negotiate and conclude the Dayton Accords. During Operation Deliberate Force, E-8 J-STARS, U-2 aircraft, unmanned aerial vehicles, and reconnaissance satellites monitored ground-to-ground operations. These platforms located and monitored the Serb's heavy weapons. With this information, NATO air power enforced a UN safe area. This enabled them to protect UN forces and civilians, by targeting surface-to-surface threats in the declared "exclusion zones." NATO air power stemmed enemy aggression and drove the warring parties to peace negotiations.

Global Attack

Global attack represents the Air Force's ability to rapidly attack anywhere on the globe. The Air Force uses this capability to rapidly provide a powerful initial response to aggression or humanitarian need. With its growing space force, intercontinental ballistic missiles, fleet of multi-role bombers, and attack aircraft, the Air Force is ideally suited for conducting global attack. It is able to rapidly project power over global distances and maintain a virtually indefinite "presence" over an adversary. Air Force operations can be the first and potentially most decisive factor in demonstrating the nation's will to counter an adversary's aggression.

Rapid Global Mobility

Rapid global mobility refers to the timely movement, positioning, and sustainment of military forces and capabilities across the range of military operations. The ability to move rapidly to any spot on the globe allows the U.S. to react quickly and respond decisively to unexpected future challenges. The key to successful contingency operations is the capability of the U.S. to rapidly deploy forces to aid friendly nations. U.S. forces overseas have been significantly reduced in number, while rapid power projection has become an essential component of our military strategy. These changes further necessitate the need for rapid global mobility.

Agile Combat Support

Agile combat support allows combatant commanders to improve the responsiveness, deployability, and sustainability of their forces. Agile combat support substitutes responsiveness for massive deployed inventories. This reduces the mobility footprint, which frees lift assets and reduces force protection requirements. To realize the goals of agile combat support, the Air Force has vastly improved its information systems and adopted state-of-the-art business practices. The result is total asset visibility and time-definite delivery. A unit can order resupplies and be assured of their time and place of delivery by tracking them from factory to flightline. But agile combat support transcends the traditional logistics arena by ensuring maintainability and supportability issues are addressed during weapon system design. Given that unit combat support can quickly exceed initial deployment requirements, it becomes apparent that how we sustain forces is at least as important as what forces we deploy.

Vision Reflects Doctrine

As part of the Air Force's Vision to support national strategy, the distinctive capabilities and the core competencies from which they flow represent real capabilities that air and space power provides to the nation. They are the practical expression of a body of thought regarding the nature of air and space power called doctrine. Plainly stated, doctrine describes the best way of doing something. The core competencies and distinctive capabilities reflect the Air

Force's doctrine - they are the day-to-day practice of the Air Force's thinking about the best way to perform its mission. To gain a more fundamental understanding of the airman's perspective on air and space power, you need to look at the Air Force's doctrine.

Doctrine

Air Force doctrine is a body of central beliefs concerning the use of air and space power during war and peace. It guides the application of air and space forces in support of national objectives. Doctrine is derived from past experience, but it must be written with an eye toward future changes. Although authoritative in nature, doctrine is a guide--not a prescription--and requires judgment in its use. Commanders must be willing and able to adapt doctrine to specific circumstances. For an example, you can look at the case of the combined bomber offensive during World War Two. The plan called for air attacks against the German war-making infrastructure. Doctrine espoused both the efficacy of high altitude, daylight, precision bombing and the belief that unescorted heavy bombers would be invulnerable to enemy defenses. The unproven doctrine was flawed. The bombers didn't always get through enemy defenses, and they lacked both the precision and firepower needed to achieve the desired results. The ultimate success of the combined bomber offensive was made possible by changes in employment concepts and technological advancements that enabled a modification of the doctrine. While doctrine must not stagnate, it should never

disregard enduring historical principles. Instead, doctrine uses history as a guide while it continues to evolve based on new technologies and new experiences.

Principles of War

The historical basis of Air Force doctrine is found in the principles of war, which provide a foundation for the development of sound and enduring military doctrine. The principles of war are not new concepts. As early as Sun Tzu's work, The Art Of War, the concepts that evolved into principles were taking shape. The principles of war try to identify those truths about warfare that are universally true and relevant. While the principles of war apply equally to all of the nation's armed forces, Air Force doctrine presents the principles from the airman's perspective. The nine principles of war are presented here on the screen. Place your mouse cursor over a principle to view a description of that principle.

Tenets of Air & Space Power

Building upon the principles of war, the tenets of air and space power provide more specific considerations for air and space forces. Air and space power is intrinsically different from either land or sea power, and its employment is guided by different axioms. These axioms, called tenets of air and space power, are the fundamental guiding truths for employing air and space forces. The tenets not only reflect the lessons of air and space operations over the history of powered flight, they also reflect the current understanding of the nature of air and space

power. The seven tenets are presented here. Place your mouse cursor over a tenet to view a description of that tenet.

Functions of Air & Space Power

The air and space power functions represent the broad, fundamental, and continuing activities of air and space forces. The functions of air and space power reflect those the Air Force has been assigned by the Department of Defense and are not exclusive to the Air Force. It is these activities that the distinctive capabilities focus upon. Here is a list of those activities. Place your mouse cursor over a function to see a description of that function.

Airman's Perspective

The airman's perspective of air and space power maintains that air and space forces, if used in certain ways, can bring more rapid or less expensive victory in war than if used in other ways. The speed, range, maneuverability, and elevation enjoyed by air and space forces afford them unique capabilities if properly employed. That proper employment is codified in the tenets and expressed through the day-to-day expression of the distinctive capabilities as the functions of air and space power. The airman also maintains that through the integrated employment of air and space forces, air and space power can achieve the objectives of the Joint Force Commander. This perspective supports the vision of America's military as detailed in Joint Vision 2020. Joint Vision 2020 focuses on the third element of the national military strategy, that of preparing for an

uncertain future. It lays out a template for the transformation of America's armed forces to achieve full spectrum dominance through the interdependent application of dominant maneuver, precision engagement, focused logistics, and full dimensional protection. These capabilities are enabled by information superiority and intellectual and technical innovation. The Air Force's distinctive capabilities directly support this vision. Air and space superiority is key to providing the freedom of action required for dominant maneuver and an essential element of full-dimensional protection. Precision engagement is not only a core concept of full spectrum dominance but it also enhances focused logistics by shrinking the logistics tail and aids full dimensional protection by reducing the sanctuary of our adversary. Global attack provides a global characteristic to dominant maneuver, precision engagement, and full-dimensional protection. Rapid global mobility enables dominant maneuver and is a major pipeline for focused logistics. Agile combat support is how the Air Force performs focused logistics. Vital to achieving full spectrum dominance, the Air Force recognizes information superiority as one of its distinctive capabilities. Air Force Vision 2020 recognizes that adaptation and innovation are part of the very character of the airman.

Summary

You've come to understand the Air Force's contribution to national security and the airman's perspective of air and space power by taking a functional look at what the Air Force does best - its distinctive capabilities. But you've also learned

that those capabilities are the result of implementing something more fundamental and that is its doctrine -- which is the Air Force's belief about the best way of using air and space forces to accomplish national objectives. Doctrine is solidly grounded in history upon the timeless principles of war, which apply to all military forces. But air and space power has unique capabilities and its employment must be based on specialized axioms, called the tenets, which are the fundamental truths for employing air and space power. Its doctrine has led the Air Force to implement the distinctive capabilities, which focus upon accomplishing the functions of air and space power. For an airman, air and space forces, if properly used, can bring more rapid or less expensive victory in war than if used in other ways. An Airman is also convinced that through the integrated employment of air and space forces, air and space power can achieve the objectives of the Joint Force Commander and contribute to the Chairman's vision of full spectrum dominance in support of national objectives.

<u>**Warfighter Planning Course Narration**</u>

Army in National Military Strategy

Introduction

"The Role of the US Army, according to Title 10, US Code, is to "organize, train, and equip for prompt and sustained combat incident to operations on land." To that end, the Army's doctrine touches all aspects of the Army – from its training to the conduct of full spectrum operations across the spectrum of conflict. This lesson will provide you an understanding of Army doctrine and how it supports the national military strategy, as well as an Army perspective on operational level wartime planning."

Lesson Objective/Sample of Behavior

"In support of the lesson objective, you'll be able to identify selected portions of US Army doctrine. You'll be able to list the five tenants of Army operations. You'll be able to state the basic organizations and capabilities of the US Army as well as describe the Army's planning considerations used during deliberate and crisis action planning. Finally, you'll be able to discuss the Army's perspective on the use of air and space power. "

Overview

"The lesson begins by looking at The Army Vision in order to understand how the Army intends to support the national military strategy and in particular, Joint

Vision 2020. The Army Vision is enabled by its doctrine, which lays out the Army's core competencies and the tenets of Army operations. The lesson then looks at the doctrinal focus of their operational planning by looking at the factors of METT-TC. The lesson will then look at the basic Army combat organizations in terms of capabilities and the planning factors used for deploying them. The lesson will conclude by looking at the Army perspective of air and space power."

The Army Vision

"In support of the national security strategy and the national military strategy that flows from it, the Army provides its service vision statement, entitled The Army Vision. That vision focuses on Army's **people** to meet its **readiness** requirements, while **transforming** to better respond and dominate at all points on the spectrum of conflict. The soldier is the centerpiece of the Army vision. The Army will train, equip, and care for its people and their families so each individual will obtain their full potential. From within its ranks it will grow its leaders. Readiness remains the Army's top priority so it can fulfill its non-negotiable contract with America to fight and win the Nation's wars. While meeting all of its current taskings, the Army is also in the process of transforming itself. While sustaining its legacy force, the Army will research and experiment with interim forces to arrive at a new objective force. This force will support Joint Vision 2020 by being more responsive, deployable, agile, versatile, lethal, sustainable and survivable."

Army Doctrine

"Doctrine is defined as the fundamental principles that guide actions. It is definitive enough to guide specific operations, but adaptable enough to cover diverse and varied situations worldwide. Doctrine describes how the Army thinks about applying the basic principles of war. It touches all aspects of the Army and is in use at all levels from training through modernization planning. The Army's capstone basic doctrine document is Field Manual 1. Army capstone operational doctrine is found in Field Manual 3-0."

Basic Doctrine

"The Army's fundamental purpose is to serve the Nation by protecting its enduring national interests and by fulfilling its national military responsibilities. Those responsibilities, delineated in Title 10 of the United States Code, are to organize, equip, and train forces for the conduct of prompt and sustained combat operations on land. The Army will be able to defeat enemy land forces and to seize, occupy, and defend land areas. This capability manifests itself in land force dominance across the spectrum of conflict. This allows the Army to shape the international security environment, deter aggression, and dominate operations whether in war or in operations other than war."

Core Competencies

"In discharging its responsibilities in service to the Nation, the Army maintains six core competencies. Outlined in Field Manual 1, these are the Army's essential

and enduring capabilities. They encompass the full range of military operations across the spectrum of conflict. To learn more about a core competency, place your cursor over it. "

Operational Doctrine

"Army operational doctrine in Field Manual 3-0 presents the principles of war and tenets of Army operations as the foundation of Army operational doctrine. The greatest value of the principles of war lies in the education of the military professional. Applied to the study of past campaigns, major operations, battles, and engagements, the principles of war are powerful tools for analysis. The tenets of Army operations build on the principles of war. They further describe the characteristics of successful operations. These tenets are essential to victory. While they do not guarantee success, their absence invites failure. The tenets of Army operations are presented here. Roll your cursor over a tenet to read more about it."

METT-TC

"Field Manual 3-0 devotes an entire chapter to the doctrine of battle command. Battle command is the exercise of command in operations against a hostile, thinking enemy. Successful battle command requires commanders to visualize their mission and situation, describe their intent to their subordinates, and direct their actions. Visualization is a critical first step. While it never really ends, it must occur before any planning can occur. Several tools are available to aid

commanders in visualizing; and one of these tools is the METT-TC process. All planning, whether deliberate, crisis, or campaign, must consider the mission, the enemy, the terrain and weather, the troops and support available, the time available and the civil considerations when planning an operation. More information about each factor can be seen by placing your cursor over it."

Organization

"The Army organizes its forces in a hierarchy that ranges from the numbered Army down to the squad. We'll concern ourselves with the structure down to the battalion. A theater army, which is sometimes numbered, is usually the Army service component command of a unified combatant command. For instance, third Army is the Army service component command of US Central Command and would be equivalent to the Air Force MAJCOM Central Command. Sometimes a Field Army is designated by a theater commander to direct the operations of multiple corps.

Corps are the Army's largest tactical units. They are tailored for the theater and mission for which they are deployed. They plan and conduct operational level major operations and battles. For deployment planning purposes, a corps is considered to be composed of 5 divisions plus associated combat service support. That adds up to seventy-five thousand to one hundred and twenty-five thousand soldiers plus equipment.

The division is a fixed, combined arms organization, largely self-contained, and capable of performing any tactical mission. The Army fields 5 different types of

divisions - infantry, armored, mechanized infantry, airborne, and air assault. They range in size from about 11 thousand to nearly 18 thousand soldiers. Their organization looks much like that of a corps, but with correspondingly smaller units. The division does not generally direct operations at the operational level.

 The brigade is the major combat unit of the division. A division typically has 4 maneuver brigades plus any number of supporting battalions. A maneuver brigade is generally a combined arms team – for instance, a typical armor brigade would consist of 2 armor battalions and an infantry battalion. Occasionally you'll hear the term regiment, at which point you should mentally substitute brigade. A brigade ranges in size from 25 hundred to 35 hundred soldiers.

The battalion is the building block of the brigade but is characterized by consisting of a single arm. Artillery will often exist within a division as battalions that are managed at the division level to support the maneuver brigades. Any of the pop-up boxes can be reviewed by placing your cursor over a unit on the list, and clicking the corps org chart link will open a new window with a graphic of a typical corps organization chart."

Division Structure

"This chart shows the numbers and types of weapon systems associated with each of the five combat division types. The weapon systems are linked to pop-up pages that explain each system's capabilities in more detail. The current active

duty force structure of the Army includes ten divisions - 2 light infantry, 4 mechanized infantry, 2 armored, 1 airborne and 1 air assault."

Capabilities

"While a division is capable of accomplishing any tactical mission, some are better suited for some missions than others. This chart compares the strengths and limitations of the different division types. As you can see, the lighter divisions are easier to deploy and sustain but suffer from a lack of raw firepower and mobility. The heavy divisions' survivable firepower comes at the cost of lift and sustainment."

Deployment and Sustainment

"With a good idea of the relative sizes and capabilities of the different Army units, let's look at how quickly they can deploy. It takes 4 days to get an airborne brigade or 12 days to get a light infantry division from CONUS to Southwest Asia or Korea. If you want to get heavy forces there, bet on a month for an armor division. To understand the differences lets look at the means available to move these units. The brigade and airborne division can both be airlifted to the theater but the armor division will have to move most of its equipment by sea. Note: the Navy only has 8 Fast Sealift Ships. Once you deploy, you must also sustain. To keep an armored division fed, watered, fueled and loaded takes forty-five hundred tons of supplies a day. That is the max cargo weight of thirty-four C-5s –

every day, for one division -- and that doesn't include the mail. It quickly becomes obvious that sealift moves the vast majority of our material."

Pre-positioning Strategy

"To reduce the time it takes to get heavy forces to potential hotspots, the Army uses a pre-positioning strategy. Stockpiles of equipment are maintained in Europe, southwest Asia and Korea that can be used to quickly augment the forces stationed there. There is also an afloat stockpile, called Army Preposition Stock 3, or APS-3, tethered out of Diego Garcia that can be anywhere along the Arc of Instability in twelve days. It provides nearly a full heavy division of equipment and thirty days of supplies as well as the equipment to support a field army headquarters. The mere presence of this capability can be very stabilizing and its use could quickly convince an aggressor they've miscalculated before combat occurs."

Operations in the Battlespace

"Before trying to understand the Army perspective on the use of air and space power, it's important to understand how the Army views their own operations and the battlespace within which they operate. The battlespace is a conceptual construct that allows commanders to visualize all of the factors that impact the operation. Some portions of it may not even be definable by geographic extent. For instance, the information environment includes space-based sensors as well as some of the civil considerations under METT-TC. The area of interest contains

all areas that could impact the operation. Enemy occupied areas outside of the AO and supply lines would exist in the area of interest. The area of influence is the geographical area a commander can directly influence by maneuver or fire support systems normally under the commander's control. The area of operations is the geographic area within which the commander is authorized to conduct operations. At any given time, the area of operations may be greater or less than the area of influence."

Types of Operations

"The Army achieves full spectrum dominance by balancing 4 types of operations: offensive, defensive, stability, and support. You should already understand offensive and defensive operations. During periods of peacetime military engagement and other operations other than war, two other types of operations dominate and may be decisive. Stability operations promote and protect U.S. national interests through a combination of peacetime developmental, cooperative activities and coercive actions in response to crises. Support operations may differ from what you expect. They employ Army forces to assist civil authorities, foreign or domestic, as they prepare for or respond to crisis and relieve suffering. The mission dictates the relative mix of these operations, and that mix may vary throughout the course of the operation."

Operations in the AO

"Within the AO, the Army organizes its forces in terms of function and space. Functionally, forces are allocated to three categories of operations: decisive, shaping, and sustaining. In the case of linear operations like conventional maneuver combat, the commander will often describe these operations in spatial terms: rear, close, and deep. Close operations occur in contact with the enemy. Generally, a commander will plan to conduct the decisive operation within the close area. In the case of a corps, the close area would extend from its divisions' rear boundaries to the forward edge of their deep areas. The deep area is an area forward of the close area that commanders use to shape enemy forces before they are encountered or engaged in the close area. Note: shaping operations are conducted throughout the AO, not just in the deep area. They create and preserve conditions for the success of the decisive operation and may occur before, concurrently with, or after the start of the decisive operation. The extent of the deep area depends on the force's area of influence, that is, how far out it can acquire information and strike targets. Shaping operations in the deep area may involve forces in close combat. The rear area is provided primarily for the performance of support functions and is where the majority of the echelon's sustaining operations occur. Operations in rear areas assure freedom of action and continuity of operations, sustainment, and command and control. You're probably beginning to believe the Army likes to put lines on their maps. We'll add a couple more for good measure."

Control Measures

"The forward line of own troops, or FLOT, is easily understood – it's the line drawn between us and them. The forward edge of the battle area or FEBA is the front line of the battle. Scouts and other screening forces usually decline engagements so the FLOT is usually ahead of the FEBA. Another very important line is the fire support coordination line or FSCL. It's a fire support coordinating measure, established and adjusted by land or amphibious force commanders within their AOs in consultation with superior, subordinate, supporting, and affected commanders. Short of a FSCL all fires of air, land, and sea-based weapons systems are controlled by the appropriate land or amphibious force commander. The purpose of the FSCL is to facilitate the expeditious attack of surface targets of opportunity beyond the coordinating measure. It does not divide an AO into close and deep operations areas – there's a separate line for that. The FSCL does not define a zone for close air support; again separate lines for that, and it definitely does not create a free-fire zone for the area beyond the FSCL. Forces attacking targets beyond the FSCL must inform all affected commanders in sufficient time to allow necessary reaction to avoid fratricide. The prevention of fratricide is really the purpose of all of those lines the Army uses. Ground commanders have been known to halt operations when subordinate units didn't stay inside of their lines. A crossing-of-lines is one of the most perilous maneuvers a ground force undertakes and is never done without considerable planning. It's not surprising then that ground commanders demand air operations abide by certain lines. The Army literally lives and dies by their

lines. Fratricide accounted for seventeen percent of US casualties and twenty-four percent of our killed-in-action during Desert Storm. While the placement of the FSCL is often a contentious issue, it is a deadly serious one. Within his AO, a land component commander is a supported commander responsible for supporting the joint force commander's objectives. He has considerable latitude for deciding exactly how to do that."

Airpower-Army Perspective

"With an understanding of how the Army views its operations within the battlespace, we can look at their perspective on the use of airpower. These words of Fehrenbach are the first words on page 1 of chapter 1 of Field Manual 1 and sums up the Army perspective. Field Manual 3-0 makes it clear that, in the Army's perspective, the decisive operation will be accomplished by ground forces. To be fair, the Army does admit that air and space forces are very important. Field Manual 3-0 presents the elements of combat power, and air and space power make major contributions to all of them. Air superiority provides protection and through freedom of action supports maneuver to conduct decisive operations. Air forces provide firepower in the form of close air support and air interdiction. Airlift support at the strategic, operational and tactical levels supports maneuver. Finally, air and space forces provide critical information which enables situational awareness for its leadership. To sum up, the Army views air and space power as a tool that enables combat power, and like all

tools, should be controlled by the AO commander to achieve success in the

decisive ground operation."

Summary

"This lesson has looked at the Army's role in supporting the national security

strategy. Its vision sees the soldier, the Army of One, in readiness to fight and

win the nation's wars while the Army transforms itself to better meet the

Chairman's vision of full spectrum dominance. The Army is an organization

steeped in doctrine. In discharging its fundamental duty of serving the nation, the

Army's basic doctrine presents the core competencies. To achieve these

essential and enduring capabilities, operational doctrine is founded upon the

principles of war and the tenets of Army operations. At the heart of operations,

battle command is the art of visualizing operations, describing them to your

subordinates and directing their actions against a hostile thinking enemy. Army

doctrine presents the factors of METT-TC as an aid in that necessary first step.

Visualization includes the conceptualization of the battlespace and the

organization of forces by space, time, and function for operations in the AO. The

elements of combat power, including the contributions of air and space forces,

are viewed as tools at the disposal of the AO commander to accomplish the

decisive operation."

Warfighter Planning Course

Navy in National Military Strategy

Introduction

"Looking at this composite image of the Earth at night, it is easy to believe the fact that three-quarters of the Earth's population and eighty percent of the world's capital cities lie within five hundred miles of the sea. It's also a fact that eighty percent of the dollar value and ninety-nine percent of the volume of international trade moves by sea. Ninety percent of that sea traffic flows through one or more of 9 choke points. Given that more than twenty-five percent of our nation's gross domestic product is exported and a large portion of the rest of the GDP relies on crucial imports, like oil, it's not difficult to understand the vital role the Navy has in maintaining the freedom of the seas. This lesson will help you better understand how Navy doctrine and capabilities support the national military strategy in relation to operational level wartime planning."

Lesson Objective/Sample of Behavior

"In support of the lesson objective, you will be able to list the roles of the US Navy. You'll be able to explain its basic doctrine and understand its critical operational capabilities. You'll be able to recognize the composition of the Navy's combat units. Finally, you'll be able to discuss the Navy's perspective on the use of air and space power."

Overview

"The lesson begins by looking at the Navy vision statement to understand how the Navy intends to support the national military strategy. This vision outlines the roles the Navy performs for the Nation and the critical operational capabilities the Navy maintains in order to fulfill those roles. These capabilities roughly equate to what other services call competencies. We'll then look at the combat units the Navy uses to accomplish its missions. Finally we'll look at the Navy's perspective on the use of air and space power."

The Navy Vision

The Navy's Title 10 purpose is to prepare for and conduct combat operations at sea, but its vision for accomplishing this has changed somewhat since the end of the cold war. The 1992 publication, *…From the Sea* called for a shift from a Cold War, open ocean, blue water naval strategy to a regional, littoral, and expeditionary focus. It called for naval expeditionary forces that would operate forward from the sea to project their power over land. These forces would be shaped to conduct operations as part of a joint force and would be tailored to meet the needs of the nation as required. *…From the Sea* acknowledges the Navy's traditional operational capabilities of forward deployment, crisis response, strategic deterrence, and sealift, but adds four more critical operational capabilities required to successfully execute the new vision: Command, Control, and Surveillance; Battlespace Dominance; Power Projection; and Force Sustainment."

Navy Vision Evolves

"In 1992, "*Forward -- From the Sea*" refined the Navy's direction and emphasized the importance of naval forces across the spectrum of military operations. It focused on the traditional naval mission of peacetime forward presence with the objective of preventing conflicts and controlling crises, but it also emphasized the role of maritime forces during crisis and conflict especially as part of joint operations. In March 1979, the Chief of Naval Operations Admiral Jay Johnson published *Forward … From the Sea, The Navy Operational Concept.* It provided a bridge between the strategic concepts of "Forward…From the Sea" and the fleet's tactical manuals as promulgated by the naval doctrine command. The essence of the Navy's "operational concept" is that Naval forces will continue to influence, directly and decisively, events ashore from the sea -- anytime, anywhere. Admiral Johnson's treatise affirms that *From the Sea* and *Forward … From the Sea* set the Navy on the right course to accomplish its roles in all three components of the National Military Strategy as well as achieving full spectrum dominance as envisioned by the Chairman in Joint Vision 2010."

Navy Roles in NMS

"The Navy's roles in supporting the National Military Strategy of, *Shape, Respond, Prepare Now,* are outlined here. These roles have been deduced from the Navy vision documents and other policy papers issued by recent Chiefs of Naval Operations."

Navy Doctrine

"Since its inception, the Navy has exhibited a distrust of formal written doctrine. Heavily influenced by the likes of Admiral Lord Nelson, the Navy has always relied upon strong individual leaders to use flexibility and initiative to accomplish clearly stated objectives. With passage of the Goldwater-Nichols Act in 1986, the end of the Cold War, and the adoption of joint operations as the nation's overarching military doctrine, the Navy saw the need to publish formal capstone doctrine. The Navy vision as presented in the *From the Sea* series of publications was a beginning. In 1994, the Navy began publishing a series of six capstone Navy Doctrine Publications, or NDP's. The documents were intended to ensure consistency between naval and joint doctrine and to provide standardization for naval operations. It's notable that NDP-3, *Navy Operations*, the naval equivalent of AFDD2 or Field Manual 3-0 has yet to be published. For more information on the series, see Naval Doctrine Publication 1, *Naval Warfare*."

Naval Warfighting

"Although naval forces are employed extensively in deterrence roles and in military operations other than war, warfighting is the Navy's primary mission. Naval forces are trained to arrive first on the scene, take control of a situation, then fight and win. Naval warfighting is task or mission focused and involves two of the Navy's critical operational capabilities: battlespace dominance and power projection. A third critical operational capability, command, control, and

surveillance largely enables battlespace dominance and power projection. As we'll see, air and space forces are an integral part of all of these capabilities."

Battlespace Dominance

"Battlespace dominance is defined as the control of specific air and sea regions from which the Navy can project power. Battlespace dominance means establishing and maintaining a zone of superiority that moves with the force. This includes superiority in the air, at sea, on land, under the sea, in space, and in the electromagnetic spectrum. Normally, battlespace dominance establishes a controlled environment before projecting power ashore, but operations can be concurrent and complementary. Battlespace dominance involves the following primary tasks; air warfare, surface warfare, undersea warfare, mine warfare, and information warfare. You may roll your cursor over each primary task to learn more about it. "

Power Projection

"Power projection is the attack of targets ashore, amphibious assault operations, and the sea control operations to support them. Power projection extends the range of battlespace dominance over enemy territory. Some of the primary tasks of power projection are strike warfare, attacks and raids, amphibious warfare, maritime prepositioning force operations, and Naval special warfare. Roll your cursor over each task to learn more about it."

Command, Control and Surveillance

"Command, control, and surveillance is a prerequisite to all other critical operational capabilities. The Navy realizes this capability in a concept called network-centric warfare. Grids permit real time sharing of information allowing dispersed assets to concentrate firepower for maximum effect. Designed to be interoperable with national-level and sister-service systems, network centric warfare will maximize joint combat power."

JFC/JFACC Support

"Tied in with the concept of network centric warfare is the Navy's ability to host and support a Joint Task Force commander and/or a Joint Force Air Component Commander or JFACC. Due to their forward deployment, a Navy fleet commander and his staff could be a regional combatant commander's best choice for a ready joint task force commander. Command ships in the second, third, sixth, and seventh fleets have the capability of hosting a JFC. A carrier also has limited ability to host a JFC but would be the likely location for a JFACC afloat. The duties of a JFACC and the conditions under which one would be assigned afloat are discussed in a separate lesson. Further information about the command ships is available by clicking the links provided."

The Expeditionary Navy

"Naval forces are expeditionary by nature. The primary expeditionary units of the Navy are the carrier battle group and the amphibious ready group. When a crisis

erupts anywhere in the world, the first question usually asked is "Where are the carriers?" The second question is usually, "Where are the Marines?" But expeditionary forces need more than carriers and amphibs. Underway Replenishment Groups provide key logistics support to both the carrier battle groups and Amphibious ready groups. In addition to National systems, the eyes and ears of expeditionary forces are the Maritime Patrol and Reconnaissance aircraft. When the situation requires it, the Maritime Prepositioning ships begin to move. If mining is involved, Navy Mine warfare assets will move into place. Other forces may also be called on for uniquely Naval Missions such as escort duty and other sea control actions. Let's look at the capabilities of some of these units."

Carrier Battle Group (CVBG)

"The exact make-up of a Carrier Battle Group has varied since the end of the Cold War but its mission has remained constant – to gain and maintain battlespace dominance so it can project power. While most ships today are multi-mission platforms, their primary missions can be considered as follows: The carrier, through its air wing, is the primary power projector by conducting strike warfare. The air wing retains considerable anti-air, anti-surface, and anti-submarine capabilities as well. It's really only the lack of worthy opponents that has diminished the carrier's mission of fleet defense though certainly not its importance. Guided missile cruisers are concerned with anti-air warfare and have a growing capability for theater ballistic missile defense that extends throughout

the battlespace. Friendly forces ashore benefit from the air defense umbrella provided by the battle group, and this is yet another facet of power projection. Cruisers also have anti-submarine and anti-surface capabilities and their tomahawk weapon systems provide strike options. Destroyers and frigates are generally used to screen the carrier from surface and undersea threats, however they also share in the anti-air warfare role and strike missions. Attack submarines protect the carrier against surface and undersea threats, and also provide national intelligence and tactical intelligence to the battlegroup. Submarines also provide strike capabilities with their tomahawk missiles. Logistics ships, like the Fast Combat Support Ship, keep the battle group topped off with fuel, ammo, parts, and food. Further information about the various ships can be seen by clicking on the ship type abbreviations."

Carrier Air Wing (CVW)

"Shown here is the typical composition of the air wing of a carrier battle group. Again, this varies from cruise to cruise proving that the Navy is flexible and adaptable. The F-18s and F-14s are multi-mission capable and both can employ precision guided munitions. The EA-6B provides suppression of enemy air defenses and is the only aircraft in the US inventory that can perform escort or area jamming of enemy radars. The S-3B protects the fleet from surface threats and provides an overhead tanker capability among other roles. The E-2C is the Navy's airborne warning and control aircraft. The helicopter contingent prosecutes undersea warfare as well as logistics and combat search and rescue.

The C-2's provide critical logistic support. Links have been provided to additional information on the aircraft."

CVBG Capabilities/Limitations

"The carrier battle group can sail five hundred to seven hundred nautical miles per day and arrive on-scene battle-ready to pursue all of its missions and roles for an indefinite period of time. Unfortunately there are only twelve carriers. The air wing is capable of sustaining about one hundred sorties over a fourteen-hour period per day, eighty percent of which could be strike missions depending upon the defensive environment. Fleet defense takes priority. A carrier can surge to twenty-four-hour ops and one hundred and fifty or more sorties per day but not for long – you'll wear the pilots and deck crews out. Other factors can limit sortie production. Carriers generally sail into the wind during aircraft launch and recovery, so weather, wind and sea state are obvious factors affecting operations, but the amount of space available for maneuvering can also be a factor. Even the Persian Gulf can be a bit cramped for carrier ops. Maintenance operations like engine runs take deck space that can impact flight ops and underway replenishment can take up to 4 hours. The bottom line is, sustained twenty-four-hour ops require at least 2 carriers."

Amphibious Ready Group

"The amphibious ready group is where you will find the Marines and like the carriers there never seems to be enough of them to go around. There is usually

an ARG forward deployed with each of the operational fleet commanders in the EUCOM, CENTCOM and PACOM AOR's. The typical ARG has one large deck amphibious assault ship, an amphibious transport dock and a Dock Landing ship. The large deck amphibious assault ship has room for forty plus helicopters that can carry over eight hundred Marines to do what's called a vertical assault. All of the ships also have well decks that can launch various landing craft or amphibious assault vehicles. The most impressive of these is the landing craft air cushioned, that has an over the beach capability and a speed of forty knots. It can reach more than seventy percent of the world's coastline, while conventional landing craft can land at only fifteen percent of the world's beaches. The ARG represents a mobile, flexible projection of power that operates independently -- in benign environments. The ARG is vulnerable to air, surface, and undersea threats as well as mines. It also has no dedicated naval surface fire support and it's slow. With normal transit speeds of twelve to fifteen knots, it cannot keep up with a carrier battle group. These limitations will often require careful coordination with other forces to unleash the ARG's awesome capabilities. Links are provided to additional information on the various ARG platforms."

Forward Deployment

"Shown here are the locations of the Navy's deployed major combat units, the carrier battle groups and amphibious ready groups, on September 10th 2001. Within ninety-six hours, multiple battle groups could have converged on any hot spot along the arc of instability from the Adriatic to Korea. As you can see, the

President had immediate options available for response to the events of September 11th, if he had chosen to use them. Without forward deployment, the story is much different. This chart shows the steaming time from our major Naval bases to the Med, Persian Gulf, and Korea. It takes more than a week to get from Norfolk to the Med, and it's quicker to get to the Persian Gulf from Japan than from the States.

As a planner though, you need to realize that forward deployed forces require sustainment, and prolonged operations will require deployment of additional forces. The Navy's operational capabilities in force sustainment and sealift are key warfighting enablers, not just for the Navy, but for the whole joint community."

Military Sealift Command

"The Military Sealift Command, M-S-C, is the Navy service component of the unified command, US Transportation Command. M-S-C is organized into the following key programs: the Naval Fleet Auxiliary Force, Prepositioning, Sealift, and Special Missions. The Naval Fleet Auxiliary Force operates thirty-four ships responsible for the combat logistics of Navy ships at sea. They conduct underway replenishment for the battle groups, delivering fuel, food, spare parts and ammunition. Towing and salvage are also performed by ships in this program, which also maintains 2 hospital ships in a reduced operating status. The Prepositioning Program has thirty seven strategically-located ships laden with military equipment and supplies for the U.S. Army, Air Force, Navy and

Marine Corps. Fifteen ships, near Guam and Diego Garcia, comprise the Combat Prepositioning Force which can support elements of two heavy Army divisions for up to thirty days. The fifteen Maritime Prepositioning Ships are dedicated to supporting the Marines. Divided into 3 squadrons, each squadron can support a MAGTF of fourteen thousand Marines for thirty days. The Logistics Prepositioning Force maintains 7 ships laden with Air Force ordnance, Navy munitions and U.S. military fuel requirements. These ships are actually operated by the three Maritime Prepositioning Ship squadrons. The program also has 2 aviation support ships in reduced operating status to provide mobile repair facilities for Marine Corps aircraft. The sealift program moves all sea-borne DOD cargo during peace and war. Fifteen tankers operate under a long term charter to transport petroleum products to DOD storage and distribution facilities around the world and to Navy oilers at sea. Most DOD cargo moves on regularly scheduled US-flagged commercial ocean liners but twenty percent of it sails on sixteen chartered cargo ships. In times of crisis, the commercial sector cannot meet the country's need for sealift. To fill the requirement, the MSC maintains a surge capability in a reduced operating status. This surge capacity consists of 8 Fast Sealift ships and 8 Large Medium Speed Roll-on/Roll-off ships that can be activated in ninety-six hours. More surge is provided by the seventy six ship Ready Reserve Force. This fleet includes various types of cargo ships with readiness status varying from 4 to twenty days. The Special Missions program has twenty-nine ships that carry out a wide variety of highly specialized missions including oceanographic surveys, missile tracking, coastal surveys, cable laying

and repair, submarine escort, and deep submergence rescue support. All of MSC's ships are considered non-combatants and are crewed either by contractors or civil service mariners. Some ships have military communications and signals personnel or other mission specialists aboard, but many of these are being replaced by civilians. You may review the material in the pop-ups by placing your cursor over a program. NOTE: The numbers of ships in any category may be slightly out of date due to new construction, deactivations, additions and movement of ships between categories, such as, out of Ready Reserve to prepositioning."

Navy Perspective on Airpower

"Airpower is a key element of both of the Navy's warfighting critical operational capabilities --battlespace dominance and power projection. Fleet defense is job one in establishing battlespace dominance and air assets participate in air, surface, and undersea warfare. Air superiority is part of battlespace dominance. Since the end of the Cold War, the Navy's concept of power projection has meant being able to influence, directly and decisively, events ashore from the sea. Airpower, whether in the form of strike aircraft or Tomahawk Land Attack Missiles, is often the primary tool for projecting power ashore. In cases where a ground campaign is not anticipated, the air campaign may actually be the decisive operation and may be led by a Naval JFACC. Another method of projecting power ashore is through amphibious operations. Due to the lack of naval surface fire support, Navy air will often be tied to support of the amphibious

operation. Air assets then become part of the Marine combined arms team and their contribution to the theater air campaign will be restricted. In the final analysis then, the Navy will use airpower to satisfy its own organic needs, such as fleet defense, before making assets available to the theater air campaign. In this regard they are like the Army, viewing airpower as just another arm of a combined arms team. On the other hand, the Navy's current vision recognizes airpower as a form of power projection that can be decisive in achieving the joint force commander's objectives. This view has sparked an aggressive upgrade of the Navy's airpower capabilities to increase the amount available to the JFC."

Summary

"This lesson has looked at the Navy's role in supporting the national security strategy. Its vision sees the Navy operating *Forward … From the Sea* to decisively affect events ashore. While the Navy has had a historical disdain for written doctrine it does recognize that it performs a set of critical operational capabilities. As a planner you should be aware that battlespace dominance and power projection are the Navy's concept for warfighting.   Network centric operations enable warfighting and act as a force multiplier, getting greater effect from limited resources. The Navy's force sustainment and sealift capabilities are also crucial to the planner as they enable forward deployment and provide for deployment of follow-on joint forces to a theater. The capabilities of the Navy's expeditionary forces, the carrier battle group and the amphibious ready group, were examined. Airpower is a vital ingredient in battlespace dominance and

power projection. While Navy organic needs will consume some airpower assets, the Navy is aggressive about generating excess airpower capacity to support the attainment of the JFC's theater objectives."

Warfighter Planning Course

USMC in National Military Strategy

Introduction

"From the halls of Montezuma, to the shores of Tripoli the US Marine Corps has a rich tradition of service to the nation. The draw-down of forces following World War Two left the nation ill-prepared to meet the challenges of limited wars like Korea. In 1952, Congress passed the Douglas-Mansfield Act, to make sure the nation had an expeditionary force in readiness, ready when the nation generally is least ready. The Act set the Marine Corps force structure to be no less than three divisions with corresponding air and combat service support. Except for build-ups during Korea and Vietnam, the Marines have maintained a steady strength of about one hundred ninety thousand with only a slight reduction at the end of the Cold War to today's one hundred seventy three thousand active duty strength. This lesson will help you understand how the Corps' doctrine and capabilities support the national military strategy in relation to operational level wartime planning."

Lesson Objective/Sample of Behavior

"In support of the lesson objective, you will be able to list the roles and functions of the US Marine Corps. You'll be able to explain its basic doctrine and list its core competencies. You'll be able to recognize the composition and capabilities of Marine combat units. Finally, you'll be able to discuss the Corps' perspective on the use of air and space power."

Overview

"The lesson begins by looking at the Corps' vision and operational concept statement to understand how the Marines intend to support the national military strategy and the roles and functions they've been assigned. This vision outlines their core competencies, and we'll examine the Corps' fundamental doctrine for achieving those competencies. The Marines present their forces to the JFC in a scalable organization called the Marine Air Ground Task Force or MAGTF. We'll look at the capabilities of the MAGTF as it ranges from a MEU to a MEF. Finally we'll look at the Corps' perspective on the use of air and space power."

The Marine Corps Vision

"Two of the primary functions of the Marine Corps as stated in DOD Directive 5100.1 are listed here. To fulfill these functions, the Corps has published a service vision statement entitled *Marine Corps Strategy 21* and an operational concept paper that refines that vision entitled *Expeditionary Maneuver Warfare.* This graphic from *Expeditionary Maneuver Warfare*, shows the relationship of the documents to each other and with higher level strategic documents. The transformation of vision to operational concept characterizes the Corps as an evolving, innovative service with a rich heritage."

Marine Corps Strategy 21

"Marine Corps Strategy 21 provides the vision, goals, and aims to support the development of future combat capabilities. That vision looks to enhance the

Corps' strategic agility, operational reach and tactical flexibility so it can enable joint, allied, and coalition operations by providing scalable, interoperable Marine Air-Ground Task Forces. These MAGTFs can shape the international environment and respond to the complex spectrum of crises and conflict by gaining access or prosecuting forcible entry operations. To achieve this vision, *Strategy 21* sets three major goals. First, is to make America's Marines by recruiting, training, and retaining a total force by creating quality citizens imbued with the Corps' core values of honor, courage and commitment. Goal two is to optimize the Corps' operating forces, support and sustainment base, and unique capabilities to respond to the complex spectrum of crises and conflicts. And finally, the Marines will capitalize on innovation, experimentation, and technology to succeed in the twenty first century. This last goal directly supports *Joint Vision 2020*. The Marines intend to directly influence, through active participation, the transformation of the Services required to achieve full spectrum dominance.

Core Competencies

"The Marine Corps vision stands upon the solid foundation of the Corps' core values, signature characteristics and core competencies. Expeditionary Maneuver Warfare is also based upon core competencies. The core competencies begin with being ready to fight and win. Marines are ready to respond to crisis instantly without reserve augmentation. Marines have an expeditionary culture as part of their ethos. Host nation support is a luxury that Marines don't count on. They bring all they need for mission accomplishment

with them. Marines have mastered combined arms operations – the art of maximizing the synergy of combined air, ground, and logistics operations under one commander. Being *task organized* allows the Marines to respond with the right-sized force for any situation through the use of the scalable MAGTF structure. The Marines are a total force, with reserves routinely exercised to provide augmentation or reinforcement that adds depth, flexibility, and sustainability to the Corps. The naval character of Marine forces is an indispensable attribute for a force-in-readiness. The seas provide safe haven for extraordinary strategic reach unencumbered by other nations' politics. With their naval character, the Marines can conduct forcible entry into a theater without the benefit of forward bases. Historically, forcible entry meant amphibious operations, but advancements in vertical assault capabilities redefines the term to mean any uninterrupted flow of forces from ships located over the horizon, directly to an objective ashore. With their experience in combined arms warfare, Marines instinctively understand the logic and synergy of joint and multinational operations. You may review the pop-up information about any competency by placing your cursor over it."

USMC Doctrine

"Doctrine is usually considered a treatise on the best way of doing something or a philosophy of turning strategies into actions. For Marines it's much more. It's a part of their ethos – that which makes them Marines. It's a way of thinking. As such, it is the basis for harmonious actions and mutual understanding. Marine Corps Doctrine Publication 1, *Warfighting*, is their capstone doctrine. Arranged in four chapters, the first deals with the nature of war. It emphasizes the complexity and unpredictability of war and widens its definition to include the expanding forms of modern conflict. Chapter 2 develops a theory of war. War is primarily an act of policy and the means of war are necessarily shaped by that policy. The levels of war are explained and two styles of warfare, attrition and maneuver, are contrasted. With an understanding and theory of war established, the last two chapters cover preparing for and conducting war. It's the last chapter that explains the concepts of maneuver warfare and combined arms used by the Marines."

Attrition vs Maneuver

"Styles in warfare can be described by their place on a spectrum of attrition and maneuver. Warfare by attrition pursues victory through the cumulative destruction of the enemy's material assets by superior firepower. An enemy is seen as a collection of targets to be engaged and destroyed systematically and enemy concentrations are sought out as the most worthwhile targets. The focus is on the efficient application of fires leading to a highly procedural approach to

war that tends toward centralized control. Attrition warfare recognizes the importance of maneuver, but only so far as to bring fires more efficiently to bear on the enemy. Metrics like body counts and terrain captured measure the progress of battle.

On the opposite end of the spectrum is maneuver warfare. Maneuver warfare is a warfighting philosophy that seeks to shatter the enemy's cohesion through a variety of rapid, focused, and unexpected actions, which create a turbulent and rapidly deteriorating situation, with which the enemy cannot cope. The aim is to render the enemy incapable of resisting effectively by shattering his moral, mental, and physical cohesion—his ability to fight as an effective, coordinated whole—rather than to destroy him physically through incremental attrition. Maneuver relies on speed, the ability to focus efforts for effect, and surprise. Tempo is itself a weapon—often the most important. Firepower and attrition are essential elements of maneuver warfare. In fact, where strength has been focused against enemy vulnerability, attrition may be extreme. Nonetheless, the object of such local attrition is to eliminate a key element, which incapacitates the enemy systemically rather than systematically destroying the entire force. Maneuver warfare puts a premium on certain human skills and traits. It requires the temperament to cope with uncertainty and a flexibility of mind to deal with fluid and disorderly situations. It requires a certain independence of mind -- a willingness to act with initiative and boldness to exploit every opportunity, and the moral courage to accept responsibility for independent action. This last set of

traits must be guided by self-discipline and loyalty to the objectives of senior leaders.

All warfare involves both maneuver and attrition in some mix. The predominant style depends on a variety of factors such as the overall situation, the nature of the enemy and most importantly, our own capabilities. The development of combined arms capabilities allows the Marine Corps' doctrine to favor maneuver warfare."

Combined Arms

"An understanding of the concept of combined arms is crucial for understanding how the Marines organize themselves and to understand how they view airpower. The concept of combined arms goes beyond having the optimal weapon system at the right time to do a particular mission. It involves the simultaneous use of weapon systems that complement each other to achieve results the systems cannot obtain independently. An example of combined arms at the tactical level is the complementary use of the automatic weapon and grenade launcher within a fire team. The automatic weapon pins an enemy down with high-volume, direct fire, making him a vulnerable target for the grenade launcher. If he moves to escape the impact of the grenades, he's engaged with the automatic weapon. The example expands to the MAGTF level. Assault support aircraft quickly concentrate superior ground forces for a breakthrough. Close air support and artillery support the infantry penetration, while deep air assets interdict enemy reinforcements that move to contain the penetration. In

order to defend against the infantry attack, the enemy must make himself vulnerable to the supporting arms. If he seeks cover from the supporting arms, the infantry maneuvers against him. To block the penetration, the enemy must reinforce quickly with his reserve. However, in order to avoid the deep air support, he must stay off the roads, which means he can only move slowly. If he moves slowly, he cannot reinforce in time to prevent the breakthrough. The enemy is in a no-win situation"

The MAGTF

"The Marines have developed the Marine Air Ground Task Force or MAGTF to implement their doctrine of combined arms maneuver warfare. As we'll see, the MAGTF is scalable in size but retains its basic organization. The command element includes the commander, as well as the usual staff functions of administration, intelligence, operations, logistics and communications. The ground combat element has the ground forces including infantry, artillery, mechanized and amphibious. The air combat element includes helicopters in both attack and assault support roles, fighters for air defense, deep air support and close air support, as well as support aircraft for refueling, reconnaissance and electronic warfare. The combat service support element provides combat logistics and supply, medical, and maintenance support. The important thing to note is that all of these elements are under a single commander. You can review the pop-ups by placing your cursor over a block in the organization chart."

Scalable MAGTF

"The MAGTF ranges in size from the Marine Expeditionary Unit, or MEU, to the Marine Expeditionary Force, called a MEF. Most MEUs can conduct special operations type missions and these are called MEUSOCs. MAGTFs are tailored for their mission. Occasionally one is formed for a special mission and is appropriately called a Special Purpose MAGTF. While it can be any size it tends to be smaller than a MEU and generally performs disaster relief and humanitarian assistance missions. As shown, the MAGTF mission ranges from promoting peace and stability to participation in major theater war, thus covering the full spectrum of conflict. It is the MEU that forward-deploys on the 3 to 4 ship Naval Amphibious Ready Groups or ARGs. See a lesson on Navy capabilities to learn more about an ARG. A MEU can act as the advance echelon of a Marine Expeditionary Brigade, or MEB, should a crisis develop into a smaller scale contingency. Likewise the MEB acts as the advance echelon of a MEF should major theater war erupt. Let's look at how such a scenario might play out."

MAGTF Operations

"Navy carrier battle groups and amphibious ready groups are forward-deployed to respond to crises within hours. The carrier will establish battlespace dominance over the objective area allowing the MEU to conduct non-combatant evacuations and seize sea and aerial port facilities for follow-on forces. The MEU operating from the ARG is capable of sustaining combat for fifteen days. At the same time, a Maritime Prepositioning Ship squadron, or MPS, will be sailing to

the objective area. An MPS squadron is a 4-to-6 ship task force that has all of the equipment for a Marine expeditionary brigade as well as sustainment for thirty days of combat. Just as you can think of an ARG as being a MEU afloat, think of an MPS squadron as an MEB afloat minus the Marines. The Marines arrive by strategic airlift to marry up with their equipment. Ten days after the word to go, you have a combat ready brigade on the ground, land and sea-based air support, and control of the seas to bring additional forces, including a full MEF, into theater as required. This concept actually works. During Desert Shield, the seventh MEB was combat ready fifteen days after the order to move."

Support to the Combatant Commanders

"Marine forces are provided to the Combatant Commanders through three standing MEFs: I MEF in California, II MEF in the Carolinas, and III MEF in Japan. The First MEF is generally on call in southwest Asia. Three MEUs, the 11th, the 13th, and 15th, operate on the west coast and rotate to man an ARG that operates in the western Pacific to Arabian Sea area. The Second MEF covers the Atlantic and European theater. The 22nd, 24th, and 26th MEUs operate from the east coast and forward deploy on an ARG that can usually be found in the Mediterranean Sea. The Third MEF is forward deployed to Japan and the 31st MEU can often be found on an ARG in the region from Korea to Guam. To bolster the Marine's forward presence the Navy operates three Maritime Prepositioning Ship Squadrons in support of the Marine's Maritime Prepositioning Force program. MPS-1 is found in the Med, MPS-2 operates out

of Diego Garcia and MPS-3 bases out of Guam. A significant fraction of these ships is underway at any given time and none of them are in reduced operating status – they don't just sit in a harbor and rust. As we mentioned earlier, an MPS is essentially an MEB minus the Marines. If the need occurs, the Marines will use a concept called Global Sourcing to meet manning requirements. You may be aware that the First MEF fought in Desert Storm. At the time, the First MEF was augmented by about half the combat strength of the second MEF as well as units from the third MEF and Marine Forces Reserve. To a soldier the First MEF looked like a two division corps. To a Marine it looked like a MAGTF."

Marine Airpower Perspective

"Given that the Marines are likely to arrive first on the scene with only a MEU, let's look at the assets that a MEU in an ARG brings to the fight to better understand how the Marines view airpower. This list is not definitive and doesn't necessarily reflect any particular MEU though it was taken from the 13th MEU's website. First glance shows the ground forces have virtually no artillery or armor. It's also a fact that naval surface fire support is currently inadequate though efforts are underway to upgrade it. Thus, it falls upon the Harriers and attack helicopters to be flying artillery. They also represent a lot of the MEU's anti-armor capability. Looking closer, the ground force's mechanized mobility is not real strong. The lift helos greatly augment the mobility provided by the Light Armored Vehicles or LAVs, and Assault Amphibian Vehicles or AAVs. Airpower is clearly crucial to accomplishing the MAGTFs tactical objectives. This is especially true in

the high-tempo combined arms, maneuver style of warfare favored by the Marines. Given the criticality of his organic air to his basic warfighting philosophy, a MAGTF commander is not likely to offer sorties for other uses. When joint doctrine was being written, this issue of control over Marine air was spelled out in the Omnibus Agreement of 1986 and is specifically addressed today in Joint Pub 0-2, *Unified Action Armed Forces.* As a matter of policy, the MAGTF commander will retain OPCON of his organic air. The primary mission of the Marine Aviation Combat Element, or ACE, is acknowledged to be support of the MAGTF ground combat element. Policy also states the MAGTF commander will make sorties available to the JFC, for tasking through the JFC, for air defense, long-range interdiction, and long-range reconnaissance. In addition, sorties in excess of MAGTF direct support requirements will also be provided to the JFC for the support of other components of the joint force or the joint force as a whole. Furthermore, nothing in the policy infringes on the authority of the JFC to redirect efforts such as the reapportionment and/or reallocation of any MAGTF tactical air sorties when it has been determined by the JFC that they are required for higher priority missions."

Summary

"This lesson has looked at the Marine Corps' role in supporting the national security strategy. Its service vision sees an enhanced Corps that enables joint and multinational operations by providing MAGTFs that shape the international environment and respond to crises across the spectrum of conflict by gaining

access to the littoral regions of the world. This vision is based upon core competencies that emphasize the naval and expeditionary characteristics of the Corps and its unique capabilities as a force in readiness. You then looked at the Corps' doctrine as a way of thinking that unites Marines in a common ethos. That doctrine emphasizes a maneuver style of warfare that uses combined arms to integrate land, sea, and air actions into a single operation rather than land, sea, and air operations that support each other. The difference may seem subtle but is crucial to understanding the Marine's concepts of task organization and their perspective on the use of air power. Their basic warfighting organization is the Marine Air Ground Task Force or MAGTF. It combines a ground combat element, aviation combat element, and combat service support element under a single command element and can be sized to meet the mission requirement. The Marines forward deploy in ARGs in a Marine Expeditionary Unit. Most MEUs are now special operations capable and are called MEUSOCs. The MEU can be considered the lead element of a larger MAGTF called a Marine Expeditionary Brigade, which in turn can be the lead element of the division-sized Marine Expeditionary Force. The size scales with the task, but the basic organizational structure remains the same – that of a combined arms team operating under a single commander. The crucial role of Marine air in the combined arms team led to the Omnibus Agreement which is reflected in current joint doctrine. That doctrine recognizes the primary mission of Marine air is to support MAGTF operations but reaffirms the JFC's authority to assign missions, redirect efforts, and direct coordination among subordinate commanders."

Warfighter Planning Course

Space and Information Operations

Introduction

Air Force doctrine tells us that air and space power is the synergistic application of three systems, air, space, and information. The overlap is such that it's often difficult to decide whether a particular operation should be categorized as air or space or information. Consider the employment of one our newer smart weapons, the Joint Direct Attack Munition or JDAM. The first step is to identify the target and determine its precise location. This is an intelligence, surveillance, and reconnaissance activity which is part of information operations but the data used will often be collected by space systems. The delivery aircraft uses precision navigation and positioning to arrive at its release point and initialize the bomb's guidance. This is also an information operation supported by space systems. The bomb itself uses Global Positioning Satellites, a space system, for its terminal guidance. Post-strike data will be collected by space systems and turned into information by ISR information operations. Thus, what might at first glance appear to be an airpower mission, is really the fusion of air, space, and information operations. This lesson takes a closer look at the role of space and information operations in providing air and space power.

Lesson Objective

The objective of this lesson is for you to comprehend the contributions of space and information operations in the application of military power. At the end of the lesson you should be able to explain the contributions of space power as applied in military operations. You should also be able to describe the concept of information operations as applied to global military activities.

Overview

The lesson begins by looking at information operations. Information operations include both information-in-warfare and information warfare. You'll get a feel for the types of activities that are included in each as well as the information services that enable them. The lesson will very briefly cover how the Air Force organizes to conduct information operations. The lesson will then take a similar look at space operations. We'll look at the four space missions, concentrating on the mission of space force enhancement. We'll look at the organization of Air Force space forces, again very briefly. The lesson will end by looking at how space and information operations fuse with air operations within an air operations center, or AOC.

Information Superiority

History is replete with examples showing a high correlation between information superiority and victory. The need for information has been recognized since man first gave warfare serious thought and today's Air Force has developed

information superiority as one of its distinctive capabilities. Information superiority is "that degree of dominance in the information domain which allows friendly forces the ability to collect, control, exploit, and defend information without effective opposition." The Air Force conducts information operations, or IO, to achieve information superiority. IO are those actions taken to gain, exploit, defend, or attack information and information systems and include both information-in-warfare and information warfare. Information-in-warfare, or IIW, provides commanders battlespace situational awareness across the spectrum of conflict. IIW functions involve the Air Force's extensive capabilities to provide awareness based on integrated intelligence, surveillance, and reconnaissance (ISR) assets; its information collection and dissemination activities; and its global navigation and positioning, weather, and communications capabilities. Information warfare, IW, involves operations conducted to defend one's own information and information systems, or to attack and affect an adversary's information and information systems. IW operations are conducted within the air and space power function of counterinformation. Counterinformation seeks to establish a desired degree of control in information functions that permits friendly forces to operate at a given time or place without prohibitive interference by the opposing force. Like the counterair function, counterinformation has a defensive and offensive component. Defensive counterinformation, or DCI, involves activities conducted to protect and defend friendly information and information systems. Offensive counterinformation, or OCI, involves activities conducted to control the information environment by denying, degrading, disrupting,

destroying, and deceiving the adversary's information and information systems. IW and IIW are enabled and supported by information services. Information services provide the infrastructure, communications pathways, computing power, applications support, information management, and network operations to make what's called the global information grid a reality. The next few pages will take a closer look at how information operations support military operations.

Information in Warfare

Information-in-warfare makes sure that commanders, planners, and warfighters have the meaningful information they need to make decisions and to plan and execute operations. For an example of the importance of information-in-warfare, we can look back at DESERT STORM.

When Iraq invaded Kuwait on August 2, 1990, satellite systems were first on the scene—high in orbit over the region—providing multi-spectral imagery and environmental data. Once DESERT STORM began, space assets allowed warfighters to navigate in the featureless terrain of the Iraqi desert, enabled real-time, secure, voice communications, provided Scud missile launch detection, and many other functions.

The first air assets deployed to the theater included U.S. Airborne Warning and Control System aircraft, or AWACS, which monitored the skies over Iraq and provided information on the readiness and capabilities of the Iraqi air force. Over 100 additional surveillance and reconnaissance aircraft were deployed to the theater to collect information.

Air and space assets, such as these, enable the IIW functions of: intelligence, surveillance, and reconnaissance; precision navigation and positioning; and weather services. These functions, together with public affairs operations, provide critical support to air, space, and other information operations, by giving commanders, planners, and operators the ability to observe the overall battlespace.

More information about each of these IIW functions can be seen by placing your cursor over the function.

Offensive Counterinformation

You'll recall that information warfare is the attack and defend portion of IO versus IIW's gain and exploit functions. Offensive counterinformation is the attack part of IW. It includes activities where we use information as a weapon or attack the enemy's information systems or just the information contained within them. OCI controls the information realm by denying, degrading, disrupting, destroying, or deceiving the enemy's information or information systems through psychological operations or PSYOP, electronic warfare, military deception, physical attack, computer network attack, and public affairs operations. You can click each activity to learn more about it.

Defensive Counter Information

Since information plays such a large part in air and space power, we've come to increasingly depend upon it. This dependency breeds a certain vulnerability.

Without information dominance, air and space power would be much less effective. To protect the information dominance that we've come to rely upon, we must defend our information and information systems. Not surprisingly, defensive counterinformation activities are, for the most part, the defensive reflection of OCI activities but also include the proactive security measures of OPSEC and information assurance. You can learn more about each of these by clicking on the links.

Information Services

Air Force information services (ISvs) provide the infrastructure, communications pathways, computing information services power, applications support, information management, and network operations to make the global information grid a reality. The global information grid, or GIG, is the globally interconnected, end-to-end set of information capabilities, associated processes, and personnel for collecting, processing, storing, disseminating, and managing information on demand to warfighters, policy makers, and support personnel supporting the DOD, intelligence community and other national security organizations. ISvs support the Air Force component of the GIG. The elements of the Air Force's ISvs include: information assurance; applications; spectrum management; information resources management; establishment, operation, and sustainment of networks; and information technology infrastructure. ISvs are a critical part of the Air Force's effort to achieve information superiority. For example, ISvs provide the underpinnings for reachback capabilities, tight sensor-to-shooter links

and distributive collaborative planning tools. The result of optimized information services is confidence in the integrity and reliability of available information—a prerequisite for information superiority. More information about each element of ISvs can be seen by placing your cursor over it.

Air Force IO Organizations

Let's take a brief look at how the Air Force organizes itself to conduct IO. At the Service level is the Air Intelligence Agency, or AIA. AIA is the single agency for the performance of Air Force wide intelligence roles and functions. AIA provides full-spectrum IO support through reachback to Air Force major commands, Air Force components, and national decision-makers. A major organization within AIA is the Air Force Information Warfare Center, or AFIWC. AFIWC's mission is to develop, maintain and deploy information warfare capabilities in support of operations, campaign planning, acquisition, and testing. AFIWC has organized itself into many units to perform its mission including the Air Force Information Warfare Battlelab. The purpose of the Air Force battlelabs is to identify off-the-shelf technology that could provide new military capabilities and demonstrate those capabilities for possible adoption by the war-fighting organizations. AFIWC also owns the Air Force's IW schoolhouse. The 39th Information Operations Squadron at Hurlburt conducts the formal training for all of the Air Force's IW warriors. You may review the pop-up information for these organizations by placing your cursor over its shield.

NAF Level IO organization

The numbered air force, or NAF, is the senior war-fighting echelon in the Air Force. The 8th AF is the lead NAF for conducting Air Force IO. Its 70th Intelligence Wing collects, analyzes and reports current information needed to support IO. The 67th Information Operations Wing is responsible for executing information operations missions. Of particular note, the 67th IOW operates the Air Force Computer Emergency Response Team or AFCERT. You'll remember the AFCERT along with the Air Force network operations center are the Air Force level organizations charged with providing network ISvs. Other NAFs have IO assets. In particular, they field several IW flights. The IW flight is the most fundamental Air Force IW unit and we'll look at it next.

IW Flights

IW flights are deployable units that can provide full OCI and DCI planning capability for a NAF-level combat entity. Nine IW flights are currently assigned to the NAF and MAJCOM headquarters shown on the screen. The 26-29 personnel of the IW flight have expertise covering the full gamut of information operations. During peacetime, they would provide support to the deliberate planning process as well as the training function. During contingencies, an IW flight can deploy and operate out of the air operations center in support of the Commander of Air Force Forces who would often be dual-hatted as the JFACC. Their expertise would be used to integrate IO operations into the air campaign. The IW flight would also

send representatives to the joint IO cell to ensure Air Force assets are properly utilized within theater-level IO operations.

Space Operations

The military, civil, and commercial uses of space have mushroomed since the first satellites were orbited. Indeed, the proliferation of space technology provides commonplace access to militarily significant capabilities. While this proliferation is worrisome, the dependence of the US military, civil and commercial sectors on space-based capabilities is a potential vulnerability. The military use of space is a significant force multiplier when integrated into joint operations and a critical enabler of many warfare areas. Our look at information operations has given us a glimpse of the importance of space operations – let's take a closer look.

Space Characteristics

As Gen Lyles noted on the last screen, space is the ultimate high ground. Satellites occupy this high ground and can be placed in different types of orbits around the earth.   With their line-of-sight access to large areas, satellites provide commanders useful combat capabilities such as communications or intelligence, surveillance and reconnaissance. Space's status as international territory allows satellites unlimited access and overflight of areas inaccessible by terrestrial

systems. Barring adversary intervention, satellites offer long mission lives with little sustainment required.

Orbit Characteristics

Satellites are placed into orbit at different distances from the earth, depending upon the satellite's mission. For example, to obtain detailed weather information, mapping or imaging data, satellites are placed in low earth orbit. These low earth orbit satellites have a limited view of the earth, but produce high resolution data. Low earth orbits are of short duration and will often allow a satellite to visit a particular area more than once a day.

Satellites that provide communication or navigation data are often placed in semi-synchronous or medium earth orbit. One of the specialized orbits in this category is the highly elliptical orbit used by the Molniya satellite. This orbit gives the satellite extended dwell or viewing time over a target hemisphere that can approach 20 hours per day.

Missions such as wide-area reconnaissance, communications and global weather mapping, are performed by satellites in earth orbits beyond 11,000 nautical miles. The geosynchronous orbit at 22,500 nautical miles along the equatorial plane is a particularly useful high earth orbit. A satellite in a special geosynchronous orbit called a geostationary orbit follows the rotation of the earth and remains constantly above the same point of the earth.

Space Missions

JtPub 3-14 breaks out military space operations into four mission areas: space control; space force enhancement; space support; and space force application. Space control involves operations by land, sea, air, space and/or special operations forces by which space superiority is gained and maintained to assure friendly forces can use the space environment while denying its use to the enemy. To accomplish this space forces must surveil space, protect our ability to use space, prevent adversaries from exploiting US or allied space services, and negate the ability of adversaries to exploit their space forces. Space support consists of operations to deploy, augment, sustain and replenish space forces. This includes the configuration of command and control structures for space operations. Support operations include space lift; satellite operations such as telemetry, tracking and commanding; and the de-orbiting and recovery of space vehicles, when required. Space force application consists of attacks against terrestrial-based targets carried out by military weapon systems operating in or through space. Currently, there are no force application assets operating in space but intercontinental ballistic missiles operate through space and their use would be considered a space force application. Space capabilities, however, fill a crucial role in other force applications like JDAM employment. As such, space capabilities can be considered an indispensable element of any force application. Space force enhancement involves direct support to the warfighter and we'll look at it in greater detail. Information about the other missions can be reviewed by moving your cursor over them.

Space Force Enhancement

Space force enhancement operations is another way of saying "direct space support" to the warfighter. These five key support functions multiply the effectiveness of joint forces: precision navigation; space-based weather; ballistic missile warning; communications; and environmental sensing & intelligence. Each of the functions is linked to additional information.

Air Force Space Organization

Space Air Force is the Air Force service component of the combatant command, USSTRATCOM. Space Air Force performs the Air Force's warfighting space operations within the operational branch of the chain of command. These operations include space lift, on-orbit satellite control, global ballistic missile warning, and space control operations.   Within the administrative branch of the chain of command, 14th Air Force falls under the MAJCOM, Air Force Space Command. Fourteenth Air Force is responsible for the organize, train, and equip functions in support of Air Force space operations. In actuality, the Space Air Forces Commander and 14th Air Force Commander are the same person and both organizations are matrixed together. Fourteenth Air Force has a number of subordinate units which execute space missions under the authority of Space Air Force. You may roll your cursor over a unit to see more information about its operations.

SPACEAF AOC

Space Air Force operates an Aerospace Operations Center at Vandenberg AFB. Its Strategy, Combat Plans, Combat Ops, and ISR divisions support the planning and execution of space operations. The strategy division supports development of strategic plans during deliberate planning and ops assessments during crises. Combat plans supports the development of the Master Aerospace Attack Plan as well as the daily Space Tasking Order. Combat Ops executes the STO, while the intelligence, surveillance, and reconnaissance division supports planning and execution. Specialty teams provide the divisions functional expertise as required. The organization of the aerospace operations center reflects that found in a theater air operations center. This makes reachback from the theater AOC divisions to the SPACEAF AOC relatively easy. As we'll see, the Aerospace Operations Center is a valuable asset to theater warfighters.

Theater Space Support

Many operations plans and operations orders designate that USSTRATCOM will support a theater commander. USSTRATCOM exercises command and control of the space service components through its Space Operations Center. The usual support agreement establishes direct liaison authorized, DIRLAUTH, between the space service components and the elements of the supported commander's joint force. Under DIRLAUTH, all taskings must still flow through the formal chains of command. For the Air Force, the preferred interaction is with the JFACC through the Joint Air Operations Center. Manning for a baseline air

operations center includes space support specialists trained to interact with their counterparts in the SPACEAF Aerospace Operations Center. In the event a JFACC is not designated, SPACEAF would liaison with the joint force commander's operations staff.

AOC Space and Info Operations

Within a joint force, there will always be a Commander of Air Force Forces or COMAFFOR designated. He will establish an air operations center or AOC to help him perform his responsibilities. The AOC may become a JAOC if the COMAFFOR is designated the JFACC. The baseline AOC has five divisions, four of which mirror those in SPACEAF's aerospace operations center, plus an air mobility division. There are various functions that the AOC performs that actually cut across the 5 divisions, two of which are space and information operations. In the case of IO, we saw earlier that an IW Flight will deploy into an air operations center. It's 26-29 people will actually man positions across the AOC's five divisions. It's their job to ensure that information operations are properly integrated or coordinated with their divisions' functions. In the case of space support, the core AOC team has members in each division who are trained in space support issues. They rely heavily on their counterparts in the SPACEAF AOC for the space support needed by theater operations.

Summary

We hope this lesson has convinced you that air and space power isn't just about airpower. Sure, airplanes put bombs on target, but knowing what to target, knowing where the target is, and being able to get there precisely involves space and information operations. Information operations are structured to gain and exploit information through information-in-warfare activities; defend our systems from attack and exploitation through defensive counterinformation; and to attack our adversary's information and systems through offensive counterinformation. All of these activities rely upon an information infrastructure provided by information services. Many of the services provided by information ops rely upon the ultimate high ground – space. We looked at space missions, especially that of space force enhancement. Given the critical importance of information and space operations to air and space power, both have been integrated into the air operations center. Modern air and space power truly is a synergy of air, space, and information.

<div align="center">**<u>Warfighter Planning Course</u>**</div>

<div align="center">**Joint Operations Planning**</div>

Introduction

This quote from Karl von Clausewitz reinforces the importance of clear objectives and thorough planning before employing military forces in war. Joint Doctrine for joint operations planning provides processes and guidelines for the development of the best possible plans for potential crises across the range of military operations.

As a planner, you must become familiar with the joint operations planning processes and understand how they support national security policies and objectives. Your mastery of this information will directly affect your ability to function as an effective and efficient member of the Joint Planning and Execution Community.

Lesson Objective

The objective of this lesson is for you to comprehend the joint planning processes and how they support national security policy and objectives. At the end of the lesson you should understand the three types of joint operations planning. You should be able to describe the differences and relationships between the three types of joint operations planning and be able to describe how they support national security strategy and objectives. You should also be able to describe the role of the joint air estimate in joint operations planning.

Overview

First, this lesson discusses what joint operations planning is. Then the lesson discusses who is involved in the development of joint operations plans and what systems impact their development. The lesson then looks at the types of joint operations planning and the types of plans they produce. Then the lesson will give a detailed explanation of each type of joint operations planning and the processes associated with each. Finally, the lesson will discuss the Joint Air Estimate process and how it relates to the types of joint operations planning.

Joint Ops Planning

According to Joint Pub 5-0, *Doctrine for Planning Joint Operations*, joint operations planning involves the employment of military forces within the context of a military strategy to attain specified objectives for possible contingencies. Joint operations planning encompasses planning for the full range of activities required for conducting joint operations, including the mobilization, deployment, employment, sustainment, and redeployment of forces.

Mobilization planning involves assembling and organizing national resources to support national objectives during times of war and for military operations other than war. Deployment planning is planning used to move forces and their sustainment resources from their original locations to a specific operational area to conduct joint operations outlined in a given plan. Employment planning is the actual application of forces to attain specified military objectives, and provides the foundation and determines the scope of mobilization, deployment,

sustainment, and redeployment planning. Sustainment planning is directed toward providing and maintaining levels of personnel, materiel, and consumables required to sustain the planned levels of combat activity for the estimated duration and at the desired level of intensity. Finally, redeployment planning is directed toward the transfer of forces to the home or demobilization station for reintegration and/or out-processing.

Organization for Planning

The national structure for joint operations planning and execution includes the civilian leadership—the President and SecDef—and the Joint Planning and Execution Community, or JPEC, consisting of the CJCS, Service Chiefs, the Joint Staff, the Services, and the combatant commands and their component commands, subunified commands, joint task forces, and defense agencies. Joint operations planning is conducted within the operational chain of command that runs from the President to the combatant commanders and is primarily the responsibility of the Chairman of the Joint Chiefs of Staff and the combatant commanders.

Systems for Planning

Four planning systems directly impact the joint operations planning process. Through the National Security Council, the President and other NSC members flesh out our national security strategy. As part of the Joint Strategic Planning System, or JSPS, process, the Chairman of the Joint Chiefs of Staff reviews the

national security environment and evaluates threats to achieving national security objectives. One product of this process is the national military strategy, or NMS, which proposes military strategy and objectives to support the President's strategy and the force structure required for its implementation. The Planning, Programming, Budgeting, and Execution System, or PPBES, translates the NMS recommendations into budgetary requirements for congressional approval. Finally, the Joint Operation Planning and Execution System, or JOPES, is a system that provides the planning community a set of policies and procedures and an infrastructure of communications and data processing tools to develop plans in support of national security strategy and objectives.

Categories of Forces

Before we delve into the types of joint operations planning, it's important that you understand the categories used to define the availability of forces for planning and conducting joint operations.

You should know that forces provided by the Services are *assigned* to combatant commanders in the SecDef's "Forces For" memorandum. These forces are available to the combatant commander for normal peacetime operations.

An important product of the JSPS is the Joint Strategic Capabilities Plan, or JSCP. Through the JSCP, the CJCS directs the combatant commanders to develop plans to support the strategy contained in the NMS and counter the

threat using current military capabilities. The JSCP provides planning guidance to the combatant commanders and Service Chiefs and contains a list of *apportioned* forces, which are those assumed to be available to the combatant commander for planning as of a specific date. Apportioned forces may be more or less than forces allocated for execution of plans.

Allocated forces and resources are those provided by the civilian leadership for actual implementation. These forces become assigned or attached forces when they are transferred or attached to the receiving combatant commander.

Types of Joint Operations Planning

There are three types of joint operations planning.

Deliberate planning is a peacetime process used to develop operation plans for possible contingencies. It is based on current assessments of the strategic environment and relies on forces and resources apportioned by the JSCP.

Crisis Action Planning, or CAP, is based on current events and is conducted in time-sensitive situations and emergencies.

Campaign planning may begin during deliberate planning and continue through CAP, thus unifying the entire process. A campaign plan describes how a series of joint major operations are arranged in time, space, and purpose to achieve a strategic objective.

The products of the planning processes are shown here. Generally speaking, the deliberate planning process produces operation plans, which can take the form of OPLANs, CONPLANs, or functional plans. Crisis action planning produces operation orders or OPORDs to direct execution of the plan. The campaign planning process develops campaign plans if the operation is big enough to qualify as a campaign. You may review any of the pop-ups by placing your cursor over the boxes.

Now, we'll look at the three types of joint operations planning more closely.

Deliberate Planning

Deliberate planning usually begins with the publication of a new JSCP. It is a highly-structured, peacetime process that develops fully coordinated, complex plans to counter potential threats with apportioned resources. It's performed in a continuous cycle that complements and supports other DOD planning cycles. Deliberate planning is accomplished in five phases based on JOPES policies and guidance.

Deliberate Planning Phases

In Phase 1, Initiation, the major objective is to establish plan requirements. This phase is initiated by the JSCP. Therefore, planning tasks are assigned to supported commanders, combat forces and resources are apportioned, and

planning guidance is issued. Once these steps are accomplished, Phase 2, Concept Development, begins.

The major objective of Phase 2 is to develop a broad outline of a commander's assumptions or intent, called a concept of operations, or CONOPS. During this six-step phase, the combatant commander derives the mission from the assigned task, issues planning guidance to the staff and subordinate commanders, and collects and analyzes information on the enemy. From this information, the staff proposes and analyzes tentative courses of action or COAs. The combatant commander selects the best COA, and the staff develops that COA into a complete concept of operations.

The major objective of Phase 3, Plan Development, is for the designated supported commander to develop a fully feasible operation plan, based upon the CJCS-approved CONOPS. The supported commander publishes a letter of instruction, at the beginning of this phase, which gives the component commanders and supporting commands and agencies specific guidance on how the plan is to be developed. For all OPLANs, and some designated CONPLANs, a detailed transportation-feasible flow of resources into the theater is developed to support the concept of operations.

In Phase 4, Plan Review, the major objective is to obtain CJCS approval of the operation plan. During this phase, the Chairman of the JCS conducts a final

review of the OPLAN submitted by the supported commander to determine whether taskings have been met and whether resources have been used efficiently within the constraints of JSCP apportionment guidance. Upon notification that a plan has been approved, the supported commander incorporates CJCS-directed changes and directs supporting commanders to complete supporting plans.

In this last phase, the objective is to finalize supporting plans. During this phase, supporting plans are completed, documented, and validated. These plans focus on the mobilization, deployment, employment, sustainment, and redeployment of forces and resources in support of the concept described in the supported commander's approved plan. The review and approval of supporting plans is the responsibility of the commander they support.

You may review any of the pop-ups by placing your cursor over the boxes.

Crisis Action Planning

Because it's difficult to predict where and when a crisis will occur, planners must be able to rapidly respond to problems as they arise. Unlike deliberate planning, which prepares for hypothetical crises during peacetime, crisis action planning allows planners to respond to situations based on circumstances that exist at the time of planning. Crisis action planning procedures parallel deliberate planning, but are more flexible and responsive to changing events. In time-sensitive

situations, the JPEC follows formally established CAP procedures to adjust and implement previously prepared contingency plans by converting them into OPORDs or to fully develop and execute OPORDs where no useful contingency plan exists.

CAP Phases

The crisis action planning procedures are organized into six phases.

During Phase 1, Situation Development, events that have potential national security implications are detected, reported, and assessed to determine whether a military response is required. The focus of phase one is on the combatant commander in whose area the event occurs and who will be responsible for the execution of any military response. Phase I ends when the combatant commander submits an assessment of the situation to the CJCS and the SecDef.

Phase 2, Crisis Assessment, begins upon receipt of the combatant commander's assessment of the situation. In this phase, the SecDef and Joint Chiefs of Staff analyze the situation to determine whether a military option should be prepared to deal with the evolving problem. Phase 2 ends when the President through the SecDef makes a decision to either return to the pre-crisis situation or to have military options developed for consideration and possible use.

In transition to Phase 3, the CJCS issues a planning directive, normally a warning order, that directs the combatant commander to prepare COAs. The planning directive provides the SecDef's strategic guidance for joint operations planning and may include specific guidance on developing COAs. During Phase 3, the supported commander develops and analyzes COAs and submits an estimate to the SecDef through the CJCS.

In Phase 4, COA Selection, the CJCS and other Joint Staff members review and evaluate the COAs provided by the supported commander's estimate and present them in order of priority to the SecDef. The President and SecDef select a COA and direct that execution planning be accomplished. In response, the CJCS issues an alert order, which describes the selected COA in sufficient detail to enable planning for deploying forces. Issuance of either an alert order or a planning order signifies the end of Phase 4.

During Phase 5, Execution Planning, the selected COA is transformed into an operational order, or OPORD, which directs subordinate commanders on how to execute the operation. The OPORD can be developed by modifying or expanding an existing operation plan or it can be built from scratch. The supported commander's OPORD is published with a major force list, instructions for the conduct of operations in the objective area, and the logistics and administrative plans for support of the operations. Phase 5 ends with the combatant commander's submission and the SecDef's approval of the OPORD.

The Execution Phase, Phase 6, is initiated by the civilian leadership's decision to exercise a military option to deal with the crisis. The SecDef authorizes the CJCS to issue an execute order that directs the combatant commander to implement the OPORD. The CJCS monitors the employment and deployment of forces, acts to resolve shortfalls, and directs action needed to ensure successful termination of the crisis. The execution phase continues until the crisis is terminated and force redeployment has been completed. If the crisis is prolonged, the CAP process may be repeated continuously as circumstances change and missions are revised.

You may review any of the pop-ups by placing your cursor over the boxes.

Campaign Planning

A campaign plan "describes how a series of joint major operations are arranged in time, space, and purpose to achieve a strategic objective." Campaign planning is a primary means by which combatant commanders arrange for strategic unity of effort and through which they guide the planning of joint operations within their theater. It communicates the commander's purpose, requirements, objectives, and concept to subordinate components and joint forces, as well as to supporting commands and Services, so they may make necessary preparations. Subordinate JFCs may develop subordinate campaign plans that support the combatant commander's objectives.

Campaign planning is conducted during both deliberate and crisis action planning. Campaign plans guide the development of supporting OPLANs or OPORDs and facilitate national-level coordination of strategic priorities and resource allocation. Campaign plan development begins during peacetime deliberate planning and normally is completed during crisis action planning. Once a COA is selected during phase 4 of crisis action planning and an alert order is issued, the combatant commander can complete a campaign plan, using the COA as the centerpiece of the plan, and develop the OPORD.

Campaign Plan Design

Campaign planning is relatively unstructured compared to deliberate and crisis action planning. Campaign planning is mostly an art, not a science—there is no set recipe or *best* way to develop a campaign plan. It requires a thorough knowledge of enemy and friendly capabilities, forces, and tactics, as well as "out-of-the-box" thinking and creativity in order to make the best use of resources to achieve the desired objectives.

Because campaign planning is mostly art, it is inextricably linked with operational art, most notably in the design of the operational concept for the campaign. Operational art refers to the employment of military forces to attain strategic and/or operational objectives through the design, organization, integration, and conduct of strategies, campaigns, major operations, and battles. This is primarily an intellectual exercise based on experience and judgment.

There are three key elements of operational design. First, planners must understand the strategic guidance from the civilian leadership. This involves determining what the desired end state is and what has to be accomplished militarily to get there. Once planners understand *what* military conditions must exist to achieve strategic objectives, they must determine *how* to effect those conditions. The key to this is identifying the adversary's critical factors—their strengths and points of vulnerability, called centers of gravity, or COGs. Finally, the planner must develop an operational concept, which describes the sequence of actions and the application of forces and capabilities necessary to neutralize or destroy the enemy's COGs.

Joint Air Estimate

We've discussed joint operations planning in a very general sense, but how does the Joint Force Air Component Commander, or JFACC, fulfill his specific responsibility to develop the air and space portion of the JFC's campaign plan? The Joint Air Estimate Process is a six-phase process that culminates with the production of the Joint Air and Space Operations Plan, or JAOP. The JAOP is the JFACC's plan for integrating and coordinating joint air and space operations. It guides the employment of air and space capabilities and forces from joint force components to accomplish the missions assigned by the JFC. A Joint Air Estimate Process may be employed during deliberate planning to produce

JAOPs that support OPLANs or CONPLANs. It may also be used during crisis action planning in concert with other theater operations planning.

Joint Air Estimate Process

While the phases of the Joint Air Estimate process are presented in sequential order, work on them can be either concurrent or sequential. The phases are integrated and the products of each phase are checked and verified for coherence.

The Process begins with Mission Analysis. This first phase incorporates: an initial intelligence preparation of the battlespace, or IPB; an analysis of the higher headquarters mission; and the guidance provided by the JFC with a focus upon determining the specified, implied, and essential tasks in order to develop a concise mission statement. During the second phase, Situation and COA Development, the IPB is refined and the identification and refinement of friendly and enemy COGs assist in the preparation and analysis of potential friendly COAs and risk analysis. The advantages and disadvantages of each COA are identified in the third phase, COA Analysis. The fourth phase, COA Comparison, involves the comparison of the COAs against predetermined criteria, providing an analytical method to identify the best employment options. During the fifth phase, COA Selection, the staff presents the recommended COA usually in the form of a briefing for approval or further guidance. The final task is to develop the Joint Air

and Space Operations Plan. JAOP development is a collaborative effort of the JFACC staff, the JFC staff, and the component staffs.

Roll your cursor over the phases to see additional information. Click on the link to Joint Pub 3-30 for a detailed look at each phase.

Summary

This lesson has provided you with an overview of joint operations planning. We discussed who is involved in joint operations planning, what systems impact its development, and the types of joint operations planning. In peacetime, the process is highly structured to develop fully coordinated, complex planning for possible contingencies. In crisis, the process is adapted to emphasize flexibility and rapid response. Though these processes are very different, they are interrelated.

Essentially, joint operations planning provides the link between strategic objectives and the tactical operations needed to achieve those objectives. The theater commander imparts his vision of how to arrange related operations to attain national strategic objectives to his component commanders who, in turn, develop plans to support the national strategy by integrating the assets under their command. Through the Joint Air Estimate process, the JFACC staff, the JFC staff, and the component staffs develop the JAOP, which guides the

employment of air and space capabilities and forces from joint force components to accomplish the missions assigned by the JFC.

As you've seen, joint operations planning is essential to supporting our national security strategy. As a planner, your role in the development of these plans is vital to ensure that military capabilities and forces are properly employed in support of national objectives.